United Nations A/70/742

General Assembly

Distr.: General
20 April 2016

Original: English

Seventieth session
Agenda item 148
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Observations and recommendations on cross-cutting issues related to peacekeeping operations

Report of the Advisory Committee on Administrative and Budgetary Questions

Contents

		Page
	Abbreviations	3
I.	Introduction	5
II.	Reports of the Secretary-General on the financing of peacekeeping operations	5
	A. General observations and recommendations	5
	B. Planning, budgeting and financial management	11
	C. Delivery of support to peacekeeping missions	22
	D. Air operations	38
	E. Operational costs	44
	F. Operational matters	50
III.	Special measures for protection from sexual exploitation and sexual abuse	53
IV.	Conclusion	57
Annexes		
I.	Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues relating to peacekeeping	58
II.	Redeployment in peacekeeping missions among and between personnel and operating costs for the periods 2014/15 and 2015/16, as at 31 December 2015)	61

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III. Cost apportionments for cross-cutting initiatives for the periods 2015/16 and 2016/17 69

IV. Breakdown of requirements requested under the "Other supplies, services and equipment" class of expenditure for the period 2016/17 70

V. Aircraft capacity utilization in peacekeeping missions, July-December 2015 72

VI. Movement of passengers in peacekeeping missions using mission air assets, January-December 2015 80

VII. Unmanned aerial systems 81

VIII. Summary of variances in fuel cost estimates for the period 2016/17 compared with the approved costs for the period 2015/16, by mission and category of fuel 84

IX. Approved major construction projects for the period 2015/16 and proposed projects valued at over $1 million for the period 2016/17 85

X. Overview of planned acquisition of light passenger vehicles in the period 2016/17 period .. 93

XI. Private security guards in peacekeeping missions, as at March 2016 94

Abbreviations

AMISOM	African Union Mission in Somalia
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union- United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEER	United Nations Mission for Ebola Emergency Response
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOWA	United Nations Office for West Africa
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic

UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. The present report contains the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues relating to the financing of peacekeeping operations. In section II below, the Advisory Committee addresses matters arising from the reports of the Secretary-General on peacekeeping operations, including his most recent report on the overview of the financing of the United Nations peacekeeping operations (A/70/749) and, where relevant, makes reference to recommendations or observations of the Board of Auditors. A separate report of the Committee on the report of the Board of Auditors on the financial statements of the United Nations peacekeeping operations for the 12-month financial period ended 30 June 2015 is contained in document A/70/803. Section III of the present report contains the observations and recommendations of the Committee on the report of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/70/729). With the completion of the global field support strategy in 2015, the Committee's remaining observations relating to the implementation of the strategy, including those elements that have now been incorporated into the regular administrative and management processes, are included in the present report.

2. The list of the reports relating to peacekeeping that were considered by the Advisory Committee during its winter 2016 session is provided in annex I of the present report. During its consideration of the cross-cutting issues related to the financing of peacekeeping operations, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 25 April 2016.

II. Reports of the Secretary-General on the financing of peacekeeping operations

A. General observations and recommendations

1. Format and presentation of reports

3. The Advisory Committee recalls that in 2015 the General Assembly adopted a resolution on cross-cutting issues related to peacekeeping operations (resolution 69/307). Subject to the provisions of that resolution, the Assembly endorsed the conclusions and recommendations of the Advisory Committee contained in its related cross-cutting report (A/69/839) and in its report on the implementation of the global field support strategy (A/69/874), and requested the Secretary-General to ensure their full implementation.

4. Pursuant to General Assembly resolution 59/296, the Secretary-General's annual report on the financing of peacekeeping operations provides an overview of the financial and administrative aspects of the United Nations peacekeeping operations. The Secretary-General indicates that the most recent overview report has been streamlined in content and format to focus upon new developments, policy changes and management challenges facing the various peacekeeping operations (A/70/749, summary). These changes in format and presentation were recommended by the Advisory Committee (A/69/839, para. 11) and subsequently endorsed by the General Assembly in its resolution 69/307.

5. In this connection, the Advisory Committee notes that the main body of the most recent overview report is shorter and covers a smaller, more focused number of subject areas. Much of the quantitative, data-driven information has now been included in the accompanying annexes. The Committee also notes that the report includes less descriptive background text relating to the various structures and offices within the Department of Peacekeeping Operations and the Department of Field Support. The report also contains a section dedicated to policy matters of particular interest to the General Assembly, in response to specific requests contained in resolution 69/307 (A/70/749, paras. 121-139 and annex I). Detailed information summarizing the follow-up actions taken to implement recommendations of the Advisory Committee endorsed by the Assembly was also included in the supplemental information made available to the Committee. **The Advisory Committee welcomes the submission of a streamlined overview report that focuses on new developments, policy changes and management challenges facing peacekeeping operations. The Committee encourages the Secretary-General to continue his efforts to improve the presentation, format and quality of information contained in future overview reports.**

6. In its previous cross-cutting report (A/69/839), the Advisory Committee pointed out a number of instances where improvements could have been made in the presentation and quality of information provided, including in presenting summary data on the financial and human resources aspects of peacekeeping operations, information on redeployments among and between expenditure groups and the basis for cost-apportionments across peacekeeping operations. In the context of its most recent review, the Committee notes an overall improvement in this regard, including in terms of the additional information provided upon request. Nevertheless, the Committee notes with concern that some of the requests for additional information, sometimes transmitted well in advance of its consideration of the related reports, were not responded to in a complete or timely manner. **In this regard, the Advisory Committee underlines the importance of receiving prompt responses to its queries and requests for information in support of all reports of the Secretary-General, as this is an important contributing factor in ensuring timely submission of its reports to the General Assembly.**

7. In the present report, the Committee will continue the approach it adopted with regard to its previous report on cross-cutting matters related to peacekeeping operations so as to provide the General Assembly with targeted advice on administrative and budgetary matters that have arisen since the issuance of that report. The present report will therefore provide detailed observations and recommendations on those subjects relating to which, in the view of the Committee, there have been (a) significant new developments reported in the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations; (b) further developments in the observations of the Committee since the issuance of its previous cross-cutting report; and (c) concerns relating to the management and administration of peacekeeping resources, including those reported in the most recent report of the Board of Auditors[1] (see A/69/839, para. 7).

[1] See A/70/5 (Vol. II) and the report of the Secretary-General (A/70/724) and the observations and recommendations of the Advisory Committee in its report thereon (A/70/803).

8. Furthermore, the observations and recommendations of the Committee are not reproduced in the present report where the Committee has recently made extensive observations and recommendations elsewhere on specific subjects, such as human resources management, accountability, procurement and contract management, ICT and standards of accommodation for air travel, that cover the entire scope of the United Nations Secretariat, including its peacekeeping operations.[2]

2. Operating context and planning assumptions for peacekeeping

9. In his overview report, the Secretary-General indicates that the operating environment for peacekeeping operations has evolved significantly over time and is now more insecure and complex. The Secretary-General estimates that at the end of 2015 approximately 43 per cent of the peacekeeping operating environment was classified as substantially, highly or extremely dangerous, up from 25 per cent in 2011. Targeted and asymmetric attacks persist, with 28 per cent of 121 fatalities in 2015 resulting from malicious acts, a figure that is now much higher than it was at the beginning of the decade. The report also indicates that missions are now more remote, with the majority of personnel being supported in landlocked or hard-to-reach areas, with the supply lines for most large missions exceeding 1,500 km between a port and mission headquarters. Contemporary missions are also now in existence for longer periods of time, with the median duration of missions established after 2000 being approximately 5.5 years, compared with 3.4 years for missions established prior to 2000 (A/70/749, para. 13).

10. The Secretary-General sets out the strategic planning assumptions that underpin the resource requirements for 2016/17 in paragraphs 79-84 of his overview report. Specifically, these include a reconfiguration of the military presence in UNISFA; efforts to "right-size" the civilian staffing establishment in UNAMID, accompanied by a transfer of tasks to the United Nations country team; new areas of focus in mandate implementation for UNMISS; streamlining and restructuring of operations in MONUSCO; a third and final year of the establishment phase for MINUSCA; expansion of the mandate for the support operation in Somalia; implementation of a revised Security Council mandate in MINUSMA; continued implementation of the consolidation plan for MINUSTAH; and continued downsizing in UNOCI and UNMIL.

11. In 2014, the Secretary-General appointed a High-level Independent Panel on Peace Operations. In 2015, the Panel submitted its report (A/70/95-S/2015/446) and the Secretary-General submitted a separate report on the future of United Nations peace operations and the implementation of the recommendations of the Panel (A/70/357-S/2015/682) to the General Assembly. In his overview report, the Secretary-General indicates that a series of reforms will be required to ensure that United Nations peace operations, including peacekeeping operations, are adequately prepared to confront the challenges ahead and are fit for purpose in an evolving context (A/70/749, para. 12). Further details on the overall implications for peacekeeping operations are contained in paragraphs 15-18 of the Secretary-General's overview report. The Advisory Committee notes that the conclusions and recommendations of the Panel are referenced throughout the overview report as a basis for potential changes in policies, structures and, in certain cases, proposals for resource requirements in the period 2016/17 (see A/70/749, paras. 4, 10, 33, 39, 49,

[2] See A/70/764, A/70/718, A/70/770, A/69/809, A/70/7/Add.18 and A/69/787.

53 and 56). The Secretary-General also states that a proposed increase of 11 posts and positions in the support account budget is mainly attributable to the corporate reform initiative emanating from the Panel's report (ibid., annex II, table 2). **The Advisory Committee intends to consider each proposal for new posts or resources on its own merits. In addition, any recommendation of the Advisory Committee on the overview report and on the individual peacekeeping budget proposals should not be viewed as approval of either the various initiatives and measures put forward by the High-level Panel or of the Secretary-General's actions in response to the findings and recommendations of the Panel.** In this connection, the Committee's observations and recommendations with respect to the support account are contained in its related report (A/70/837).

12. Specifically relating to the matter of field support, the Secretary-General indicates that the report of the Panel highlights the need for a more field-focused framework to better support field operations and mandate delivery. The Secretary-General states that a related action plan, including a review of key support and administrative processes, is under way and should be completed by September 2016, with the outcome of that review to be presented to the General Assembly for its consideration. A broader review of policies and procedures is also being conducted, with planned completion by September 2017. In the context of the current overview report, the Secretary-General proposes two changes to existing administrative measures, which he states will improve the Organization's response to mission start-up and crisis response: (a) an increase in the maximum duration of temporary duty assignments; and (b) an increase in the maximum duration of the engagement of retired staff (A/70/749, paras. 56-58). The related observations and recommendations of the Advisory Committee with respect to these two concrete proposals are set out below, in paragraphs 104-107.

13. **With regard to other initiatives or projects that are referred to in the Secretary-General's overview report but on which no specific action is proposed, the Advisory Committee takes a similar position to that mentioned in paragraph 11 above. Consequently, the Committee's consideration of the overview report should not be viewed as an endorsement of such projects and any related resource implications will be considered on their own merits.**

3. Overview of financial and human resources for peacekeeping

14. Table 1 below indicates that the total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2016 to 30 June 2017, inclusive of the Regional Service Centre at Entebbe, Uganda, UNLB and the support account, are currently estimated at $8.25 billion, excluding voluntary in-kind contributions. This represents a decrease of $22.3 million, or 0.3 per cent, compared with the approved resources for the 2015/16 period. The table also indicates that the Organization is engaged in 16 active peacekeeping missions (including UNMOGIP and UNTSO, which are funded under the programme budget) and one support operation (UNSOS). For 2016/17, these 17 operations would entail the projected deployment of more than 115,000 uniformed personnel, 22,000 military personnel deployed by the African Union in Somalia, and over 22,000 civilian personnel.

15. In his overview report, the Secretary-General indicates that deployment levels reached record highs in the 2014/15 period, with approximately 150,000 authorized

uniformed personnel in the field, supported by United Nations resources of approximately $8.3 billion. This level decreased by over 7,700 uniformed personnel in 2015/16, and it is projected to decrease further, by almost 3,700 uniformed personnel, principally as a result of the continued mandated drawdown of UNMIL, which is partly offset by an increase in the authorized strength for MINUSCA.

Table 1
Overview of financial and human resources for peacekeeping operations, 2010/11 to 2016/17

	Actual					*Ap, roved*	*Projected*
Peacekeeping component	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*
Number of ongoing missions and support operations							
Missions funded by peacekeeping budgets	14	14	14	13	14	14	14
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO (under programme budget)	2	2	2	2	2	2	2
Total, active missions and support operations	**17**	**17**	**17**	**16**	**17**	**17**	**17**
Financial resources (gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	7 175.8	7 152.9	6 889.3	7 136.8	7 900.3	7 867.3	7 788.9
Regional Service Centre at Entebbe[a]	–	–	–	–	–	–	42.0
UNLB	68.1	64.3	68.6	68.5	66.5	67.2	85.5
Support account (includes enterprise resource planning project)	341.4	344.8	329.7	315.0	324.2	336.5	332.1
Subtotal, peacekeeping operation budgets	**7 585.3**	**7 562.0**	**7 287.6**	**7 520.3**	**8 291.0**	**8 271.0**	**8 248.6**
UNMOGIP and UNTSO	40.0	48.9	43.6	46.6	41.5	46.4	44.6
Total, financial resources	**7 625.3**	**7 610.9**	**7 331.2**	**7 566.9**	**8 332.5**	**8 317.4**	**8 293.2**
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel[b]	111 537	112 554	110 098	113 326	127 138	119 423	115 733
AMISOM uniformed personnel[b]	12 270	17 731	17 731	22 126	22 126	22 126	22 126
Subtotal, peacekeeping operations budgets	**123 807**	**130 285**	**127 829**	**135 452**	**149 264**	**141 549**	**137 859**
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	**124 004**	**130 482**	**128 026**	**135 649**	**149 461**	**141 746**	**138 056**

	Actual					Approved	Projected
Peacekeeping component	*2010/11*	*2011/12*	*2012/13*	*2013/14*	*2014/15*	*2015/16*	*2016/17*
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS	26 391	24 291	23 694	22 808	22 542	20 917	20 029
Civilian personnel in Regional Service Centre at Entebbe	–	–	–	–	–	–	422
Civilian personnel to support missions[c]	1 919	1 859	1 852	1 855	1 882	1 913	1 924
Subtotal, peacekeeping operation budgets	**28 310**	**26 150**	**25 546**	**24 663**	**24 424**	**22 830**	**22 375**
UNMOGIP and UNTSO	340	342	342	340	323	323	318
Total, civilian personnel	**28 650**	**26 492**	**25 888**	**25 003**	**24 747**	**23 153**	**22 693**

[a] Highest level of personnel authorized.
[b] From 2010/11 to 2015/16, resource requirements for the Regional Service Centre at Entebbe were reflected in the budgets of the client missions serviced by the Centre (see also table 4 below).
[c] Posts and positions for the support account and UNLB.

16. **The Advisory Committee points out that the figures contained in the overview report are subject to change because of ongoing developments on the ground in certain missions and concurrent consideration of various situations in the Security Council, with implications for the resource requirements for the period 2016/17. The Committee trusts that amendments to the overall figures contained in the overview report, if any, will be made available to the General Assembly at the time of its consideration of the budget proposals.**

17. The Secretary-General indicates that the proposed resource requirements for the period 2016/17 reflect significant reductions in both operational and civilian personnel costs, in line with the reconfiguration and streamlining of operations as well as the downsizing and expected transition of missions, notable examples being UNAMID, MONUSCO, MINUSTAH, UNMIL and UNOCI (A/70/749, para. 5).

18. In addition, pursuant to General Assembly resolution 69/307, the resource requirements for the Regional Service Centre at Entebbe for 2016/17 are now contained in a separate budget proposal, which includes 422 personnel in addition to non-staff costs (ibid., para. 4). The Committee's observations and recommendations relating to the budget proposal on the Centre are contained in its report contained in document A/70/742/Add.17.

19. Table 1 above indicates that over the past six years the number of United Nations uniformed personnel has fluctuated from year to year, although it has remained continuously above 110,000, while the number of civilian personnel has progressively decreased over this time. In 2016/17, the projected number of civilian personnel funded from peacekeeping budgets (22,375) would be approximately 21 per cent lower than the number in 2010/11. In his overview report, the Secretary-General indicates that, overall, the number of proposed posts and positions will decrease by 455 for the 2016/17 period (A/70/749, para. 104). The Advisory Committee notes that these figures do not include the number of independent

contractors and consultants that are deployed in peacekeeping. Upon enquiry, the Committee was informed that, as at March 2016, there were 1,296 contractual staff deployed to missions, UNLB and the Regional Service Centre at Entebbe to perform ICT support functions.

20. The Advisory Committee recalls that in its previous two cross-cutting reports, it has commented on the proportion of high-level posts and positions[3] in peacekeeping operations, noting that, despite sustained reductions in overall civilian staffing levels, the overall proportion of such posts and positions had remained largely unchanged (see A/69/839, para. 152, and A/68/782, para. 95). For the period 2016/17, the Committee was informed, upon enquiry, that 247 such posts and positions were projected in the proposed staffing tables (compared with 241 in 2015/16). Specific observations and recommendations pertaining to the proposed staffing levels are contained in the Committee's reports on the individual budgets of the missions, UNLB and the Regional Service Centre and the support account proposal.

21. The Secretary-General's overview report states that civilian staffing reviews have been completed in UNAMID, UNIFIL, UNOCI, MINURSO, MONUSCO, UNISFA, MINUSTAH, UNDOF, UNMIK, UNSOA and the Regional Service Centre at Entebbe (A/70/749, para. 122). The report states that these reviews examined capacity and structure, nationalization, outsourcing opportunities and cooperation with the United Nations country teams, projecting over a one to three year period. The Advisory Committee was informed, upon enquiry, that the performance of these reviews started in 2013, pursuant to General Assembly resolution 66/264. A total of 907 posts had been recommended for abolishment by the reviews conducted between 2013 and 2015. The Committee was also informed that the reviews for MINUSMA, MINUSCA, UNMISS, UNSOS and UNLB would take place later in 2016. No civilian staffing review had been undertaken in UNMIL because of the downsizing process and the review for UNFICYP was on hold in view of ongoing political developments in the mission area of operations.

22. In terms of the broad distribution of costs across the total resources allocated for United Nations peacekeeping, table 3 of the overview report indicates that $3.6 billion, or 44 per cent, of all peacekeeping operation expenditure entails direct costs for troop- and police-contributing countries, including legislated payments for military and police contributions and capability, rations and rotation movements, while $1.9 billion, or 23 per cent, relates to the costs associated with civilian personnel and the remainder ($2.7 billion, or 33 per cent) relates to operational costs, including the peacekeeping share of costs relating to the enterprise resource planning project (Umoja) and information and systems security.

23. In his report, the Secretary-General highlights two specific factors that have had a significant impact on the level of budget estimates for the 2016/17 period, namely, the movements in global fuel markets, affecting the costs for fuel used by peacekeeping operations (ibid., paras. 85-90) and the impact of currency exchange fluctuations, particularly in view of the strengthening of the United States dollar during the previous and current financial periods (ibid., paras. 91-101). The report indicates that reductions attributable to lower fuel costs amounted to $48.1 million (ibid., para. 88), while estimated reductions attributable to exchange rate

[3] Posts and positions at the level of D-1 and above.

fluctuations amounted to $21.2 million (ibid., para. 94). **The Advisory Committee notes, therefore, that if the impact of these two external factors is excluded, the overall resource requirements for the 2016/17 period actually increase by $47 million, or 0.6 per cent, when compared with the approved resources for the period 2015/16.** The Committee makes specific observations with respect to planning, budgeting and financial management for peacekeeping operations and the impact of different management improvements and efficiency measures in sections B and C below.

B. Planning, budgeting and financial management

1. Budget performance for the period 1 July 2014 to 30 June 2015

(a) Budget implementation

24. In table 8 of his overview report (A/70/749), the Secretary-General indicates that for the period from 1 July 2014 to 30 June 2015, expenditures of $8.29 billion in 14 active peacekeeping missions, UNSOA, UNLB[4] and the support account for peacekeeping operations were made against a total appropriation for the period of $8.57 billion, with an unencumbered balance of $279 million. This reflects an overall budget implementation rate of 96.7 per cent, compared with a rate of 96 per cent for the preceding period (2013/14). The Secretary-General's report states that the unencumbered balance principally reflects underexpenditures for: (a) operational costs in UNAMID, attributable mainly to lower aviation requirements and the lower-than-budgeted actual cost of fuel; (b) UNMISS, attributable mainly to the delayed deployment of military and formed police personnel; (c) UNOCI, attributable to the downsizing of the operation; and (d) MINUSTAH, attributable mainly to operational costs arising from the closure of camps and offices and reduced requirements for civilian personnel (ibid., para. 141). The Advisory Committee notes that four missions (UNAMID, UNMISS, UNOCI and MINUSTAH) accounted for $178 million, or 64 per cent, of the overall unspent balance.

25. A breakdown of overall expenditures for the 2014/15 period by expenditure group compared with the apportionment and the variances between them is contained in table 1 of annex III in the overview report. The main factors for variances in resource requirements are described in detail both by group of expenditure and by peacekeeping component, reflected in tables 2 and 4 of annex III of the Secretary-General's overview report respectively. In this connection, the Advisory Committee also notes the conclusion of the Board of Auditors that there had been no significant improvement in terms of reducing the level of variances between appropriation and expenditure across missions in classes or subclasses of expenditure. In the Board's view, budget formulation was weakened by unrealistic assumptions and a failure to take note of historical trends or to take into account all relevant factors (A/70/5 (Vol. II), chap. II, summary and paras. 22-26). The observations and recommendations of the Committee on the findings of the Board are reflected in its report contained in document A/70/803.

[4] The report of the Secretary-General uses the terms United Nations Logistics Base (UNLB) and Global Service Centre interchangeably. In the absence of an explicit General Assembly decision to change the nomenclature, the Advisory Committee will continue to use the term UNLB in the context of the present report.

26. The Advisory Committee recalls that in its resolution 69/307, the General Assembly concurred with the Committee's recommendation that the Secretary-General provide budget implementation rates for the major expenditure lines and include more detailed explanations of variances in future overview reports, as a way to ensure greater budgetary precision, accuracy and financial discipline (A/69/839, para. 27). **The Advisory Committee notes the inclusion of more detailed information on budget performance, as annexed to the current overview report. In this connection, the Committee stresses that every effort should be undertaken to improve the accuracy and precision of future budgetary estimates.**

(b) Redeployments between expenditure groups and classes

27. In its most recent report, the Board of Auditors also commented, as it has done in past reports, on the laxity in control over making redeployments among and within different groups of expenditure in peacekeeping missions. The total amount of redeployments for the period 2014/15 was $291.36 million (3.4 per cent of the approved budget), which was marginally lower than the amount in 2013/14 ($312.82 million, or 3.9 per cent). The Board considered that frequent high-value redeployments indicated deficiencies in budget formulation and management and undermined the utility of the budget as a tool for expenditure control. In addition, the Board noted that the level of the unutilized budget for 2014/15 ($279.44 million) indicated that peacekeeping operations were not able to utilize their entire budgets despite making multiple redeployments (A/70/5 (Vol. II), chap. II, paras. 27-29). The Board reiterated its recommendations that (a) efforts be intensified to exercise greater vigilance and control over budget formulations, factoring in actual conditions and historical trends; and (b) redeployments be minimized and only permitted with full justification (ibid., para. 33).

28. In its resolution 69/307, the General Assembly endorsed a recommendation that the Secretary-General provide the Advisory Committee with written updates on the nature and extent of the budgetary redeployments in peacekeeping every six months (A/69/839, para. 34). The first updates on the redeployments effected between 1 July and 31 December 2015 were provided to the Committee, upon request, in the context of its review of the most recent overview report.

29. The details of all redeployments within and between personnel and operating costs across missions over the 2014/15 period and for the six-month period ending 31 December 2015 are contained in annex II to the present report. The largest redeployments occurred in missions such as MONUSCO, MINUSMA, MINUSCA and UNAMID which, according to the Secretary-General, reflects the volatility of the environments within which those missions operate. In percentage terms, the Committee notes instances where there was a redeployment of a relatively high proportion of the funds from the amounts originally allocated under specific expenditure categories (e.g. a 22.5 per cent reduction in ground transportation in UNMISS in 2015/16 and a 31.1 per cent increase in the resources for official travel in UNSOS).

30. The Advisory Committee was informed, upon enquiry, that the factors influencing the implementation of budgets may include Security Council decisions, as well as other operational or market developments which cannot be fully envisaged at the time of the budget preparation. The Committee was again informed

that redeployments are made in accordance with guidelines issued by the Controller for the administration of allotments and that the variances between approved budgets and actual execution are reported to the General Assembly in the context of mission performance reports. In addition, the Committee was informed that redeployments in certain cases provide an indication of trends and, as such, provide a basis upon which budget planning can take place for the following year. In other cases, redeployments are due to operational circumstances which may or may not be repeated in the future. Generally, redeployments during the first half of a financial year do not, in the view of the Secretariat, provide a comprehensive view of operational requirements or expenditure trends that could reliably serve as the basis for the next budget proposal.

31. **The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations.**

32. **The Advisory Committee recalls that, pursuant to General Assembly resolution 69/307, it has begun receiving six-monthly updates on the nature and extent of budgetary redeployments in missions. In this regard, the Committee intends to continue analysing these reports with a view to making further recommendations to the Assembly as necessary and aimed at ensuring greater budgetary accuracy and improved fiscal discipline and control, while allowing the necessary flexibility to accommodate the volatility of peacekeeping operations and to enable responsiveness to changing circumstances on the ground.**

2. Financial period from 1 July 2015 to 30 June 2016

33. During its consideration of the proposed budgets for peacekeeping operations for the period 2016/17, the Advisory Committee was provided with information with regard to current and projected expenditure for the period from 1 July 2015 to 30 June 2016 as at 31 January 2016 (seven months into the current financial period). The comments of the Committee on expenditure levels for the current period are included in its reports on individual peacekeeping missions, as required. **The Advisory Committee looks forward to analysing the variances between budgeted and actual expenditures for the financial period 2015/16, including through the provision of additional analytical information in the next performance reports as well as in the periodic updates on redeployments between groups and classes of expenditure, as described in paragraph 28 above.**

3. Proposed budgets for the period 1 July 2016 to 30 June 2017

Table 2

Proposed resource requirements for the period 2016/17 peacekeeping component

(Thousands of United States dollars. Budget year is from 1 July 2016 to 30 June 2017)

Peacekeeping component	*Apportionment (2015/16)*	*Proposed budget (2016/17)*	*Variance*	
			Amount	*Percentage*
MINURSO	51 118.3	54 289.5	3 171.2	6.2
MINUSCA	814 066.8	931 071.7	117 004.9	14.4
MINUSMA	923 305.8	945 511.2	22 205.4	2.4
MINUSTAH	380 355.7	346 926.7	(33 429.0)	(8.8)
MONUSCO	1 330 739.3	1 275 288.8	(55 450.5)	(4.2)
UNAMID	1 102 164.7	1 098 463.1	(3 701.6)	(0.3)
UNDOF	51 706.2	47 723.4	(3 982.8)	(7.7)
UNFICYP	52 538.5	55 492.3	2 953.8	5.6
UNIFIL	506 346.4	499 440.2	(6 906.2)	(1.4)
UNISFA	268 256.7	268 832.5	575.8	0.2
UNMIK	40 031.0	36 486.9	(3 544.1)	(8.9)
UNMIL	344 659.4	205 068.0	(139 591.4)	(40.5)
UNMISS	1 085 769.2	1 120 254.2	34 485.0	3.2
UNOCI	402 794.3	320 709.0	(82 085.3)	(20.4)
UNSOS	513 428.3	583 376.1	69 947.8	13.6
Subtotal, missions	**7 867 280.6**[a]	**7 788 933.6**	**(78 347.0)**	**(1.0)**
Regional Service Centre at Entebbe	–	42 000.2	42 000.2	–
UNLB	67 157.0	85 539.3	18 382.3	27.4
Support account[b]	336 495.8	332 141.6	(4 354.2)	(1.3)
Subtotal, support	**403 652.8**	**459 681.1**	**56 028.3**	**13.9**
Subtotal, resources for missions and support	**8 270 933.4**	**8 248 614.7**	**(22 318.7)**	**(0.3)**
Voluntary contributions in kind (budgeted)	4 632.1	4 795.1	163.0	3.5
Total resources	**8 275 565.5**	**8 253 409.8**	**(22 155.7)**	**(0.3)**

[a] The apportionment for the period 2015/16 includes the resources for the Regional Service Centre at Entebbe within the individual mission budgets (see also table 4 in the present report).

[b] Inclusive of requirements for enterprise resource planning in the amounts of $31,306,700 for the period 2015/16 and $16,830,400 for the period 2016/17 and for information and systems security in the amount of $821,500, which is the same amount requested for the period 2015/16.

34. Information on the total proposed resource requirements for 2016/17 for 14 active missions, UNSOS, the Regional Service Centre, UNLB and the support

account for peacekeeping operations are provided in table 2 above. As mentioned in paragraph 14 of the present report, the proposed resource requirements for peacekeeping amount to $8.25 billion for the period 2016/17. When the requirements for the Regional Service Centre, UNLB and the support account are excluded, the proposed budgetary level for the 14 missions and UNSOS is approximately $7.79 billion (gross), representing a decrease of $78.3 million (or 1 per cent) compared with the apportionment for the 2015/16 period. The decrease in resource requirements for UNMIL, UNOCI, MONUSCO, MINUSTAH, UNIFIL, UNAMID, UNDOF and UNMIK amount to nearly $328.6 million, which is offset by increases totalling nearly $250.3 million in MINUSCA, UNSOS, UNMISS, MINUSMA, UNISFA, UNFICYP and MINURSO.

35. In terms of variances by group or class of expenditure, table 4 in the overview report contains the main factors for variances in resource requirements for the 2016/17 period, compared with the authorized resources for the 2015/16 period. A net increase of $113.8 million in requirements under military and police personnel is attributable mainly to the increased deployment in MINUSCA, MINUSMA, UNAMID and UNISFA and the expansion of the mandate in UNSOS and UNMISS, which are partially offset by the continued mandated drawdown of UNMIL and UNOCI. For civilian personnel, net decreased requirements of $34.6 million are attributable mainly to proposed abolishment of posts in MINUSTAH and UNMIL, streamlining and reconfiguration in MONUSCO and UNAMID and the downsizing of UNOCI, which are partially offset by increases for civilian personnel in MINUSCA and UNSOS and new posts and positions at the Regional Service Centre, coupled with increased national staff and higher common staff costs for international staff. Net decreased requirements of $87 million under operational costs are attributable primarily to the drawdown of MINUSTAH and UNMIL, reconfiguration of MONUSCO and UNAMID and the downsizing of UNOCI, partially offset by increased deployment for MINUSCA. There are reduced requirements under facilities and infrastructure and ground and air transportation in the majority of peacekeeping missions owing to reduced fuel prices. Further comments of the Advisory Committee on individual items of expenditure are contained in section E below.

(a) Costs apportioned to mission budgets for the period 2016/17

36. In its previous cross-cutting report, the Advisory Committee commented extensively on the methodology used for costs proposed for apportionment in 2015/16 to individual missions specifically in respect of (a) ICT applications; (b) Umoja implementation costs; and (c) requirements for the proposed supply chain management initiative. The Committee expressed the view that the cost allocations proposed in respect of peacekeeping operations did not always follow pre-established principles of budgeting centrally for projects in their development phase (including piloting and testing) and charging maintenance costs to the budgets for the entities in receipt of those services. The Committee recommended that future peacekeeping overview and budget reports provide a detailed explanation justifying any indirect cost apportionments relating to specific cross-cutting projects. This recommendation was endorsed by the General Assembly in its resolution 69/307. At that time, the Committee also expressed its intention to keep the matter of cost apportionment and cost recovery for shared services under review (A/69/839, paras. 41-64).

37. The most recent overview report describes cross-cutting initiatives in peacekeeping missions for the 2016/17 period, including the estimated costs, the rationale used for charging certain costs centrally and others to individual missions, and the related breakdown (A/70/749, paras 110-120). These initiatives and their related costs are set out in table 6 of the Secretary-General's report and include: (a) Umoja implementation support, including the decommissioning of Galileo;[5] (b) Umoja post-deployment recurrent costs; (c) ICT applications; (d) supply chain management; (e) the field post classification project; and (f) the Rapid Environment and Climate Technical Assistance Facility project.

38. Upon enquiry, the Committee was informed that the total resource requirements for these initiatives for the 2016/17 period were estimated at $30.9 million (compared with $38.4 million for the 2015/16 period). The Committee notes that costs are apportioned either to mission budgets, to UNLB, to the support account, or to a combination thereof, depending on the nature of the expenditure. Details of the cost apportionments for these cross-cutting initiatives for 2015/16 and 2016/17, broken down by project and funding source, are contained in annex III to the present report.

39. As regards Umoja cost allocation, the report indicates that the Umoja project costs apportioned to peacekeeping operations will decrease by $14.5 million in 2016/17 compared with the current period. The costs for 2015/16 reflected a significantly larger and more costly deployment of Umoja Foundation and Extension 1 at Headquarters, other duty stations and in the field. The Committee was informed, upon enquiry that following the deployment of Umoja Extension 1 in the field as well as at Headquarters, operating and maintenance costs as well as infrastructure and satellite costs have become recurrent operating costs. The Secretary-General proposes that all of the $16.8 million be charged to the budget of UNLB, and not be pro-rated to missions, on the grounds that they cover recurrent operating activities and that there is no difference between these activities and other central operating activities for the field (i.e. for purposes of consistency and transparency). In contrast, other costs ($6.2 million) relating to support for the deployment of Umoja cluster 5 in the field, the continuation of the Headquarters deployment teams, the teams based at UNLB responsible for cleansing and maintaining master data, as well as the decommissioning of Galileo, will be charged to missions using a cost apportionment basis.

40. As regards the development, roll-out and maintenance of four other ICT applications, namely (a) the customer relationship management system; (b) the enterprise identity management system; (c) the fuel management system; and (d) the rations management system, the costs for the first two applications are to be charged to UNLB. The Advisory Committee was informed, upon enquiry, that these applications are now in maintenance and support mode and that charging these costs to UNLB was consistent with the approach taken with other global support costs in respect of ICT applications that had also been charged to UNLB. However, the Committee was also informed that this approach differed from that taken in the 2015/16 period. As regards the remaining two applications, it is proposed to charge the resource requirements under the support account because their full development and deployment has yet to be completed.

[5] Galileo is the existing plant and equipment and inventory management system in field missions.

41. **The Advisory Committee notes that the Secretary-General's overview report contains explanatory detail concerning the cross-cutting initiatives and the proposed apportionment of costs across peacekeeping operations, as requested by the General Assembly in its resolution 69/307, and intends to keep this matter under review to ensure that the methodology for charging costs is based on a clear set of guiding principles and is consistent across locations and over time. The Committee supports the approach taken to charge all costs for the support and maintenance of ICT applications to the UNLB budget, a practice which, it believes, enhances transparency and comparability over different financial periods.**

42. On a related matter concerning cross-cutting initiatives and cost-apportionments, the Advisory Committee recalls that, in its previous cross-cutting report, it had mentioned the fact that the travel costs for expert panels devoted to roster-based recruitment for filling field-related positions are being charged to individual mission budgets and have been for a number of years (A/69/839, para. 64). The General Assembly, in its resolution 69/307, endorsed the Committee's recommendation that full information concerning the work of these expert panels be included in future overview reports. However, the Committee notes that no such information was included in the most recent report.

43. Upon request, the Committee was provided with a breakdown of the proposed allocation of travel costs by mission for 2016/17, which totals $1.7 million, the individual charges for which are determined based on the size of the mission. The actual expenditures for the 2014/15 period amount to $1.3 million. **The Advisory Committee reiterates its recommendation, endorsed by the General Assembly, that future overview reports include comprehensive information concerning the work of these expert panels, including the number of panels and their members, the details of the trips to be undertaken and workload statistics such as the number of individuals assessed and selected for the different rosters and the respective job families.**

44. **Furthermore, in view of the continuing absence of such information, the Committee is not convinced that the proposed increase in the level of resources requested for the panels is justified. As a result, the Committee recommends adjustments to the related travel costs apportioned to individual missions in the cases of MINUSMA, MONUSCO, UNAMID and UNMISS[6] so that the overall costs for the expert panels do not exceed actual levels for 2014/15. The Committee believes that the use of videoconferencing for such purposes should be explored in order to ensure the efficient use of official travel resources in the future** (see also paragraphs 151-155 below on the matter of cost containment for official travel).

(b) Civilian personnel incumbency trends and vacancy rates

45. The Secretary-General's overview report indicates that for the 2016/17 period, an overall higher incumbency of civilian personnel is anticipated as a result of (a) the substantial completion of recruitment activities in missions attaining full capacity, such as MINUSMA and MINUSCA; (b) the utilization of standardized staff rosters, which now account for 90 per cent of recruitment of international staff;

[6] See the related recommendations of the Advisory Committee in its individual mission reports on the proposed budgets for 2016/17.

and (c) the impact of civilian staffing reviews and downsizing or consolidation of missions. Higher vacancy rates are, however, envisaged in MINUSTAH and UNOCI, which are undergoing transition; in UNSOS, reflecting actual rates along with planned increases in international staff; and in UNAMID, to reflect operational realities on the ground (A/70/749, para. 104). Planned and actual vacancy rates are included in table 5 of the overview report. **The Committee reiterates its view that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of the budget preparation, clear justification should be provided in related budget documents for the rates used (A/69/839, para. 66). Operational costs should always reflect the application of the budgeted vacancy rates.**

46. Concerning long vacant posts in missions, the Advisory Committee recalls its view that, as a matter of general principle, the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts proposed for retention or abolishment in all budget proposals (see A/69/839, para. 67, and A/68/782, para. 109). In its resolution 69/307, the General Assembly endorsed this position. **The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment.** The Advisory Committee's comments and recommendations with respect to mission staffing proposals are contained in its respective reports on the budget proposals for the 2016/17 period.

(c) Exchange rate implications

47. The Advisory Committee has discussed the matter of exchange rate fluctuations and their impact on peacekeeping budgets in previous cross-cutting reports (A/69/839, paras. 70-72, and A/66/718, paras. 147-152). In the previous budgetary cycle, the Committee noted that the variations in the rates between the time of the preparation of the individual peacekeeping budget proposals and their consideration by the Committee, along with the impact of a strong dollar against other currencies, significantly affected the overall level of resource requirements. Recalling the Committee's related recommendation in this regard, the General Assembly, in its resolution 69/307, decided, on an exceptional basis, to apply for the financial period from 1 July 2015 to 30 June 2016, the exchange rate as at 1 May 2015 (resolution 69/307, sect. I, para. 19).

48. Details relating to the impact of exchange rate fluctuations on the estimated requirements are contained in paragraphs 91-101 of the Secretary-General's overview report. The report states that particular attention has been given to the potential impact of currency fluctuations during the 2016/17 period, particularly considering that the United States dollar has appreciated against almost all of the currencies used in peacekeeping operations, with the largest gains against the euro, the CFA franc and the South Sudanese pound (A/70/749, para. 93). Specifically, the Advisory Committee notes that the estimated overall reduction in proposed resource requirements for the 2016/17 period as a result of exchange rate fluctuations amounts to $21.2 million, principally as a result of the appreciation of the United States dollar against the euro and the CFA franc. For the South Sudanese pound, in view of a significant devaluation in that currency since December 2015, the United Nations has taken an exceptional measure to approve the payment of national staff salaries in United States dollars at the December 2015 operational rate of exchange.

The Advisory Committee was advised that this special measure remains in place and under continuous review.

49. **As a general principle, the Advisory Committee is of the view that decisions on the individual budgets for peacekeeping missions should take into account information on the most recent exchange rates as they apply to these operations. For the 2016/17 period, in view of the continued volatility of exchange rates against the United States dollar, the Advisory Committee again recommends that the General Assembly be provided with the most recent exchange rates as they apply to individual peacekeeping budget proposals at the time of their consideration by the Assembly** (see A/69/839, para. 71).

(d) Deductions for absent or non-functional contingent-owned equipment

50. The Advisory Committee recalls that, in its resolution 67/261, the General Assembly introduced deductions to the uniformed personnel reimbursement in relation to major equipment that had been absent or non-functioning for over six months, subject to a number of considerations. During its review of the mission budget proposals for 2016/17 and the most recent overview report, the Advisory Committee requested and was provided with a breakdown of the deductions made by mission, which is reflected in table 3 below. The Committee was also informed, upon enquiry, that these deductions were first applied in the first quarter of 2014. As at April 2016, the deductions have been applied for the four quarters of 2014 and the first three quarters of 2015 (a period of one year and nine months). The amount of these deductions across the applicable peacekeeping operations totalled $41.1 million applied in 2014, $95.4 million applied in 2015 and $27.3 million applied in 2016 (as at April).

51. In response to a query as to whether the experience to date has been reflected in the preparation of the resource requirements for 2016/17, the Committee was informed, upon enquiry, that since the deductions were designed to incentivize corrective measures in the serviceability of equipment provided by troop and police contributing countries, and given that the experience to date covers less than two years, future deductions have not been projected into the 2016/17 period. Additionally, given that a number of missions are undergoing mandated expansion or downsizing and others will reach full deployment during the period, the projection of future deductions would be less certain. **The Advisory Committee expects that details relating to the deductions imposed for absent or non-functional major contingent-owned equipment will be included in future overview reports. The Committee intends to monitor the trends of these deductions over time with a view to assessing the related budgetary assumptions underpinning prospective budget proposals.**

Table 3
Net deductions relating to absent or non-functional contingent-owned major equipment in accordance with General Assembly resolution 67/261
(United States dollars)

	Applied in 2014	*Applied in 2015*	*Applied as at April 2016*
MINUSCA	–	41 230	60 996
MINUSMA	2 370 739	11 101 845	2 593 753

	Applied in 2014	*Applied in 2015*	*Applied as at April 2016*
MINUSTAH	638 656	1 370 231	217 557
MONUSCO	13 327 335	34 578 760	8 617 141
UNAMID	10 535 694	18 081 333	5 152 414
UNFICYP	12 475	–	–
UNIFIL	1 694 748	4 953 989	981 149
UNISFA	6 827 035	1 533 865	1 068 540
UNMIL	3 214 837	6 938 739	1 849 556
UNMISS	1 681 154	15 627 323	6 545 830
UNOCI	789 734	1 144 876	166 048
Total	**41 092 406**	**95 372 190**	**27 252 984**

52. In terms of the procedure for notifying troop or police contributing countries concerning gaps in the contingent-owned equipment deployed to peacekeeping operations, the Advisory Committee was informed, upon enquiry, that the relevant permanent missions are advised on a quarterly basis of the percentages and deductions from personnel reimbursements which correspond to the percentage of gaps in contingent-owned equipment, as detailed in related verification reports outlining the status of major equipment. In cases where the equipment gaps exceed 10 per cent, notes verbales are sent to the respective permanent missions. In addition, the Committee was informed that meetings are held regularly or as requested with military or police advisers to respond to queries relating to the calculations and deductions.

53. On a related matter, the Advisory Committee was informed, upon request, that as regards premiums awarded to contingent members in accordance with General Assembly resolutions 67/261 and 68/281, related payments totalling $727,624 had been paid to individuals serving in a number of units deployed to UNMIL between July and September 2014, in recognition of their response to the Ebola crisis. Awards in respect of the period from October to December 2014 have also been submitted and are under review. In addition, MINUSMA has also requested the award of a risk premium for three battalions for the period 1 January to 31 March 2015, which are also under consideration by the Under-Secretary-General for Peacekeeping Operations. The Committee was also informed that guidelines for the payment of these premiums are being finalized, on the basis of lessons learned from the experience of the initial sets of risk premium requests.

(e) Other supplies services and equipment

54. The Advisory Committee notes that a provision for $462.6 million is proposed under the class of expenditure designated "Other supplies, services and equipment" for the 2016/17 period, reflecting an increase of $24.5 million or 5.6 per cent over the 2015/16 period. Upon request, the Committee was provided with a breakdown of the estimated charges in this category, which is set out in annex IV of the present report. The Advisory Committee notes that the breakdown includes large amounts for mine action activities, freight costs, bank charges and training fees, as well as a miscellaneous category entitled "other services", which includes amounts of direct assistance for programmatic costs or direct support to Government counterparts. In

the case of MINUSTAH, $2.1 million has been included under this expenditure category to cover the cost of substantive activities in support of efforts to strengthen the rule of law component. In the case of UNMIL, an amount of $3.5 million is included for support projects in areas such as security transition, policing, border security and compliance with human rights treaty obligations. Amounts are also included under various budget lines, including "Other supplies, services and equipment", in the budget proposal for MINUSCA, which relate to support provided to a special criminal court established as a national court in the Central African Republic. The Advisory Committee's related observations and recommendations are contained in its reports on the respective budget proposals (A/70/742/Add.4, A/70/742/Add.11 and A/70/742/Add.12).

55. The Advisory Committee understands that the revised chart of accounts introduced with the new IPSAS regime and the implementation of Umoja does not currently allow for the above-mentioned charges to be booked to specific individual account codes. **The Advisory Committee considers that the use of the "Other supplies, services and equipment" class of expenditure to charge significant sums of unrelated expenditures lacks transparency and has the potential to limit consistency and comparability of expenditures between missions and across different time periods. The Committee recommends that the General Assembly request the Secretary-General to undertake a review of this matter.**

C. Delivery of support to peacekeeping missions

56. The Committee recalls that, since 2006/07, the Secretary-General has included details on efficiency gains in his budget proposals.[7] The General Assembly, in its resolution 65/289, encouraged the pursuit of further management improvements and efficiency gains (resolution 65/289, sect. I, para. 18). On different occasions, the Advisory Committee has also encouraged the pursuit of sustainable efficiencies throughout peacekeeping operations, without undermining their operational capacities and the implementation of their respective mandates.[8]

57. In its previous report on cross-cutting issues, the Advisory Committee commented extensively on the management improvements and efficiency gains reported in the previous overview report of the Secretary-General (A/69/751/Rev.1). Specifically, the Committee commented on the need for the Secretary-General to: (a) develop a set of robust and realistic benchmarks for measuring operational efficiency (see also paras. 58-62 below); (b) complete an overall assessment of the improvements achieved as a result of the implementation of the global field support strategy; (c) improve the presentation of efficiency targets, distinguishing, wherever possible, between cross-cutting targets and those established locally in missions; (d) reconstitute the Resource Efficiency Group, with its role and authority in establishing targets and monitoring their implementation clearly explained; and (e) ensure that all missions continuously seek efficiency with equal intensity and replicate examples of successful mission-specific cost-saving initiatives in other missions, where appropriate, while ensuring that all missions maintain the

[7] The Secretary-General has previously indicated that efficiency gains refer to situations in which less input, or the same input at a lower cost, is needed to produce the same output level as in the previous financial period (assuming no change in quality) (A/68/731, para. 251).

[8] A/66/718, para. 33; A/67/780, para. 31.

operational capacity necessary to fulfil their respective mandates (A/69/839, paras. 76-93). These recommendations were endorsed by the General Assembly in its resolution 69/307.

58. In his most recent overview report (A/70/749), the Secretary-General indicates that over the past years peacekeeping operations have become "more cost-efficient, leaner, more integrated and faster", which he attributes largely to the implementation of the global field support strategy. The report states that the number of support staff per 1,000 mission personnel has fallen significantly (ibid., para. 14). Upon enquiry, the Advisory Committee was informed that the ratio of support staff to mission personnel had fallen 16 per cent during the five-year period of implementation of the global field support strategy (from 2010/11 to 2014/15), with more than 1,600 support posts abolished over that period, while over the same period authorized uniformed and civilian mission personnel levels had increased by nearly 10,000.

59. The report also provides details of the financial resources allocated to the support account and to UNLB compared against resources for operations under peacekeeping budgets since the 2010/11 period, commonly referred to as a backstopping ratio, which is reflected in table 2 and figure II of the report. The Secretary-General states that, on average, backstopping support from Headquarters under the support account and from UNLB has fluctuated at around 5 per cent of aggregate resources of peacekeeping operations. He indicates that the provision of support will be influenced by the increased concentration of activities in service centres (global and regional), the streamlining of processes from the progressive deployment of Umoja, and the Secretariat-wide global service delivery model currently under development (ibid., para. 8).

60. As concerns the backstopping ratio, the Advisory Committee considers that the resources dedicated to the Regional Support Centre in Entebbe should have been included in the calculation of the backstopping ratio, since the Centre provides dedicated backstopping support services to a range of operations. Upon enquiry, the Committee was provided with figures revised to include the Centre in the backstopping component, which are set out in table 4 and figure I below. In addition, figures II and III below show the trends in the levels of personnel for the respective uniformed and civilian components over the equivalent time period.

61. The Committee notes that the ratio, adjusted for the Regional Service Centre component, has fluctuated between a low of 4.91 per cent in 2010/11 (prior to the implementation of the global field support strategy) and a high of 5.76 per cent in 2012/13. The Committee also notes that, with the proposed increases in the support account, UNLB and the Regional Service Centre, the backstopping ratio would rise from 5.19 per cent in 2014/15 to a projected 5.68 per cent for 2016/17. The Committee further notes that the backstopping ratio does not appear to have a strict correlation with either overall uniformed or civilian personnel levels.

Table 4

Financial resources of the support account, Regional Service Centre and UNLB compared with operations under peacekeeping budgets, 2010/11 to 2016/17

(Millions of United States dollars)

Peacekeeping component	*2010/11 (actual)*	*2011/12 (actual)*	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (approved)*	*2016/17 (proposed)*

Peacekeeping component	*2010/11 (actual)*	*2011/12 (actual)*	*2012/13 (actual)*	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (approved)*	*2016/17 (proposed)*
Peacekeeping missions, UNSOS	7 175.8	7 146.8	6 855.2	7 111.2	7 861.7	7 831.7	7 788.9
Regional Service Centre	–	6.1	34.1	25.6	38.6	35.6	42
UNLB	68.1	64.3	68.6	68.5	66.5	67.2	85.5
Support account[a]	284.4	297.6	292.3	296.3	303.3	304.4	314.5
Backstopping ratio, including the Regional Service Centre (percentage)	4.91	5.15	5.76	5.49	5.19	5.20	5.68
Number of uniformed personnel, peacekeeping missions and UNSOS	123 807	130 285	127 829	135 452	149 264	141 549	137 859
Number of civilian personnel, missions and UNSOA/UNSOS	26 391	24 291	23 694	22 808	22 542	20 917	20 029

[a] Excludes expenditure and resource requirements for the enterprise resource planning system.

Figure I

Backstopping ratio of the support account, Regional Service Centre and Global Service Centre, 2010/11 to 2016/17

(Percentage as compared to operations under peacekeeping budgets)

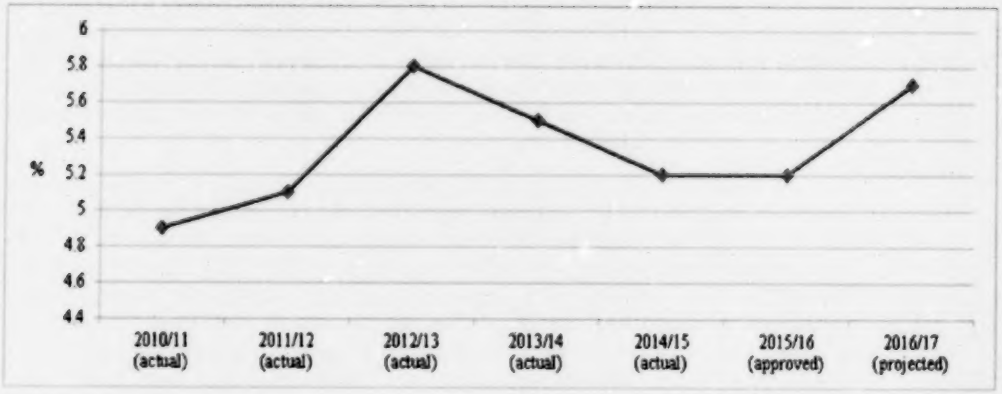


Figure II
Number of uniformed personnel

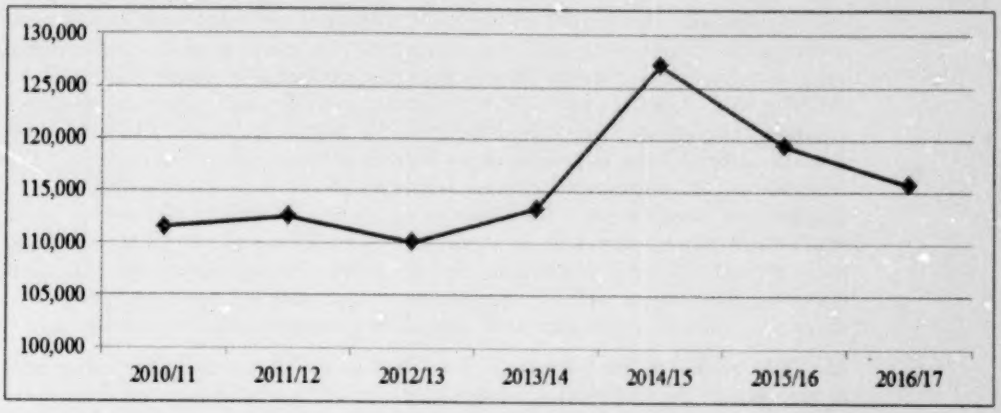
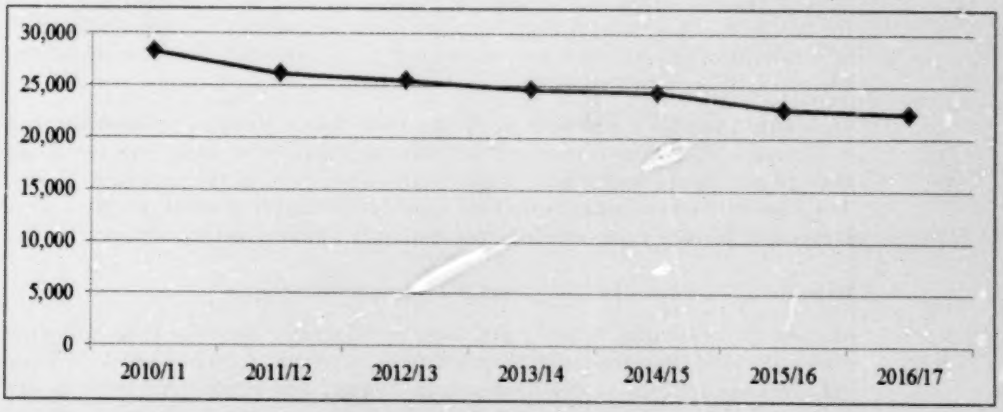


Figure III
Number of civilian personnel



62. **The Advisory Committee recalls its previous comments on the need to develop indicators of overall efficiency (see A/68/782, paras. 36-37, and A/69/839, para. 81). The Committee is of the view that the Secretary-General needs to further develop this work with a view to establishing agreed upon benchmarks for measuring peacekeeping efficiency and for establishing future targets against which future progress can be monitored.**

63. In terms of more specific efficiency initiatives (either cross-cutting or mission-specific), the Advisory Committee notes that the most recent overview report does not provide comprehensive, consolidated information in this regard, with the exception of a short summary of initiatives undertaken during the past performance period (2014/15) (A/70/749, para. 144), as well as the reported results and benefits from the implementation of the global field support strategy over the five-year period from 2010 to 2015, set out in annex IX to the overview report. The Committee's comments on specific efficiency initiatives described in the budget

reports for individual missions are reflected in its respective reports on those budget proposals.

64. As regards the impact of specific efficiency measures and management initiatives on the resource requirements for 2016/17, the Committee was informed upon enquiry that, excluding those reductions attributed to downsizing missions (MINUSTAH, UNMIL and UNOCI), administrative cost reduction measures totalling $187 million had been reflected in the budget proposals. The Committee was also informed that, according to the Secretariat, those reductions included: (a) a reduction of 191 posts in the civilian personnel levels; (b) reduced investments in construction, coupled with efforts to reduce mission footprints, resulting in lower requirements for facilities and infrastructure; (c) a decrease of 5,000 budgeted flight hours through efforts to "right-size" air transportation requirements; (d) reductions in consumption targets and price parameters for fuel; and (e) reduced acquisition of equipment, services, spare parts and supplies for ground transportation and ICT.

65. **The nature of the reductions described in the paragraph above does not, in the view of the Committee, always correspond to savings arising from more efficient peacekeeping operations.** For example, reductions in construction costs may have little correlation with improved management and oversight practices but simply reflect the evolution of multi-year projects and plans and/or the impact of mission mandate changes. Similarly, the overall increases in air transportation costs for the 2016/17 period over 2015/16, along with the ongoing limitations discussed in section D of the present report, would appear to contradict the above-mentioned attribution of decreased budgeted flight hours as an efficiency measure.

66. **The Advisory Committee is of the view that a detailed breakdown and explanation of the impact of actual efficiency measures, including verifiable savings and costs, would have been a useful addition to the overview report. The Committee recommends that the General Assembly request the Secretary-General to include such detailed information in future overview reports.**

1. Impact and assessment of the global field support strategy

67. In its resolution 69/307, the General Assembly welcomed the progress achieved and the benefits realized, including those relating to shared services, in the implementation of the global field support strategy and emphasized the need for timely completion of any remaining activities. In the same resolution, the Assembly requested the Secretary-General to provide detailed information on the final evaluation of the strategy, including cost-benefit analyses, lessons learned, best practices and benchmarks for reporting on progress and assessing achievements, as well as information on planned post-strategy activities and on their mainstreaming into the ongoing work of the Secretariat (resolution 69/307, sect. V, paras. 59-60).

68. Annex IX to the overview report sets out the Secretary-General's assessment of achievements and benefits arising from the implementation of the strategy, including: (a) faster mobilization of resources for new missions; (b) more cost-efficient field support, which the Secretary-General states is reflected in the average cost per uniformed personnel falling by 10 per cent (when adjusted for inflation); (c) improved start-up budget planning; (d) leaner support structures with a larger national component; (e) reduction in civilian vacancy and turnover rates; (f) greater client orientation; (g) a more integrated approach to service delivery from Headquarters, service centres and field missions; and (h) the development of shared

service arrangements aimed at creating economies of scale while reducing security and environmental footprints of missions in vulnerable locations (A/70/749, annex IX, para. 7).

69. Annex IX also describes new approaches and tools developed under the strategy during the period 2010-2015 and provides details on how they are being mainstreamed into the work of the Department of Field Support. They include: expanded access to early financing and start-up resources, better recruitment and workforce planning, provision of transactional support from shared service providers, including the Regional Service Centre, new contracting methodologies, access to early enabling capacity, and implementation of modular designs and components for mission camps and infrastructure designs (ibid., table 1). Sections III to V of annex IX provide detailed reporting on progress benchmarks and end-state achievements, qualitative benefits achieved in missions and the reported financial cost and benefit estimates, respectively. While stating that the strategy was not intended as a savings programme (ibid., para. 70), according to the Secretariat net savings and cost reductions over the five-year implementation period are estimated at $430.5 million (ibid., table 8). Finally, lessons learned and post-strategy arrangements are set out in sections VI and VII of the same annex.

70. During the strategy implementation period, the Advisory Committee provided its observations and recommendations in periodic reports,[9] in addition to its comments in various cross-cutting reports, culminating in a stand-alone report covering the final year of the strategy's implementation (A/69/874). In that report, the Advisory Committee commented extensively on various aspects of the standardized funding model, supply chain management and modularization, shared services and benefits reporting. Specifically, the Committee highlighted the need for independent certification of the reported costs and quantitative benefits arising from the implementation of the strategy.

71. In its report on the financial statements for the period ending 30 June 2015, the Board of Auditors also commented extensively on the implementation of the strategy, including on each of the strategy's pillars, and made a number of related observations and recommendations (A/70/5 (Vol. II), paras. 243-320). Overall, the Board of Auditors states that, while substantial progress had been achieved in implementing the strategy, the end-state vision was not fully achieved for any of the pillars of the strategy (ibid., para. 247). Furthermore, the Board indicates that it was unable to obtain sufficient evidence validating the reported savings arising from the strategy. It recommends that an empirically verifiable cost-benefit analysis methodology be developed to provide assurance regarding the benefits that have accrued or are expected to accrue (ibid., paras. 318-319). The Advisory Committee's comments on the findings and recommendations of the Board are contained in its report on the subject (A/70/803).

72. During its consideration of the most recent overview report, the Advisory Committee sought clarification regarding the methodology used for the Secretary-General's calculation of costs and benefits obtained through the implementation of the global field support strategy. The Committee was informed, upon enquiry, that the analysis undertaken by the Secretariat had been based on an established, objective and well-documented method widely used in the public sector to assess

[9] A/64/660, A/65/743 and A/66/718.

ex ante whether a programme should be launched and to evaluate ex post to what extent it had yielded the expected benefits. The Secretariat considered that the methodology was both appropriate and sufficient to provide assurance that the benefits from the implementation of the strategy had greatly exceeded its cost, while acknowledging that financial certification of those costs and benefits would not be viable, owing to the inherent limitations of any approach that has to rely on assumptions about the future or a counterfactual past.

73. **While noting the overall conclusion of the Board of Auditors that substantial progress had been achieved, the Advisory Committee notes with concern that the Board nevertheless considered that none of the four strategy pillars had fully achieved their desired end state and that it had not been able to provide the necessary assurances with respect to the reported cost savings attributed to the implementation of the global field support strategy.**

74. **While recognizing the challenges inherent in developing a cost-benefit analysis capable of empirical verification for an initiative of this nature and magnitude, the Committee considers that every effort must be made to ensure that Member States are provided with comprehensive, factual information to ensure that the stated benefits justifying the implementation of such initiatives are, in fact, fully realized.**

75. In this connection, the Advisory Committee recalls that the Resource Efficiency Group, first convened in 2012 under the leadership of the Assistant Secretary-General for Field Support, was intended to support a systematic approach to identifying opportunities for resource efficiencies across peacekeeping operations. The Board of Auditors, in the context of its previous comments on the implementation of the global field support strategy, considered that a structured process for managing efforts to realize efficiencies and setting cross-cutting targets should be ensured through regular meetings and monitoring by the Group (A/69/5 (Vol. II), chap. II, paras. 290-291). The Board, however, noted that the Group had only met twice since its creation and recommended that the Group be reconstituted. The Advisory Committee, concurring with the recommendation of the Board in its previous report on cross-cutting issues, also recalled its view that the role and authority of the Group in establishing targets and monitoring their implementation and impact should be clearly explained (A/69/839, para. 92). The General Assembly endorsed these recommendations in its resolution 69/307.

76. In his most recent overview report, the Secretary-General indicates that the Resource Efficiency Group will be reconstituted as part of an effort to mainstream a governance structure within the Department of Field Support and will focus on having a direct impact on staffing resources and/or operations in missions to obtain real, measurable gains, as well as ensure a platform for consistent monitoring and reporting (A/70/749, annex IX, paras. 90-91). Upon enquiry, the Committee was informed that the following three components would drive the work of the reconstituted Group: (a) to assert oversight over the budgetary reviews cutting across various technical areas; (b) to have the authority to commission reviews on specific efficiency initiatives; and (c) to improve the process of both reporting and capturing benefits. **The Advisory Committee supports the establishment of a reconfigured Resource Efficiency Group without further delay and trusts that the Group will play an important role in ensuring that future efficiency efforts, including those of a cross-cutting nature, are properly implemented, overseen**

and assessed and that the results of such efforts are reported to the General Assembly in a transparent, consistent manner.

2. Benefits of Umoja implementation in peacekeeping operations

77. The matter of implementation of the Organization's enterprise resource planning system, Umoja, in particular its roll-out and impact in peacekeeping operations, has been discussed in previous reports on cross-cutting issues, as well as in periodic reports dedicated to the implementation of the system across the entire United Nations Secretariat. The Committee recalls that the Umoja foundation phase was first piloted in UNIFIL, with a full roll-out to all peacekeeping missions in November 2013 (A/68/782, para. 13). Subsequently, MINUSTAH was used as the pilot location for the implementation of Umoja Extension 1 (human resources administration, payroll and travel) in July 2014, with subsequent implementation across the remaining field missions during 2015 (A/69/839, para. 107). The Committee noted that the stated benefits that Umoja was expected to yield in field missions included the establishment of a single source of information flowing from the field to Headquarters in real time, enhanced financial reporting and standardized interpretation of policies and procedures. The Committee expressed its expectation that further details pertaining to benefits realization would be included in future overview reports (ibid., para. 113).

78. The Committee notes that no comprehensive details pertaining to Umoja benefits in peacekeeping are contained in the most recent overview report of the Secretary-General. The Committee was informed, upon enquiry, that specific benefits would be realized through reductions in support personnel, as well as through operational efficiencies and improved asset management, which, according to the Secretary-General, would result in quantified benefits of an estimated $18.5 million in 2016/17 across missions and the Regional Service Centre, as well as in backstopping functions at Headquarters under the support account. The Committee was also informed that non-quantifiable benefits, such as time savings for administrative processes and increased automation and efficiency, had also been identified.

79. In this connection, the Advisory Committee recalls that, in his most recent progress reports on Umoja (A/69/418 and A/70/369), the Secretary-General indicated that he and his senior management team remained committed to realizing, by 2019, the projected qualitative and quantitative cumulative benefits of Umoja, totalling between $140 million and $220 million, resulting from the harmonization of business processes, redefinition of roles and responsibilities and reduction in unnecessary work across the entire Secretariat. For 2017, $81.4 million worth of estimated benefits were expected, of which $30 million was to be reflected in the programme budget for the biennium 2016-2017 and $51.4 million in the proposed budgets for peacekeeping operations for the corresponding period. **The Advisory Committee notes therefore that, according to the Secretary-General's estimate of quantifiable benefits arising in peacekeeping operations attributable to Umoja implementation, in addition to the $18.5 million worth of benefits already identified for 2017 (see para. 78 above), $32.9 million of benefits would be expected in the latter half of 2017. The Committee expects that details relating to these benefits will be included in the next overview report.**

80. The Committee notes that certain cost savings described as Umoja benefits, such as those resulting from the realignment of mission support structures and the establishment of the Regional Service Centre, may not be wholly attributable to the implementation of Umoja. In this connection, the Committee was informed that Umoja had allowed for the elimination of various systems and processes and a resulting reduction in staffing levels for staff carrying out related functions, particularly in the Regional Service Centre. The Committee also notes disparities in the proposed support reductions in the individual mission budgets. For example, while a proposed abolishment of seven posts and positions in finance and human resources support functions is attributed to Umoja implementation in UNMIK (see A/70/707), no such reductions have been clearly identified in most other peacekeeping missions. The Committee's comments pertaining to the activities of the Regional Service Centre are contained in a separate report on the Centre's resource requirements for 2016/17 (A/70/742/Add.17). In addition, details relating to the costs arising from Umoja implementation and the recurrent support costs are contained in paragraph 39 above. **The Advisory Committee expects that future peacekeeping overview reports will incorporate comprehensive details explaining the impact of Umoja and including verifiable costs and savings.** The Committee's periodic reports on Umoja implementation also contain pertinent observations and recommendations with respect to benefits realization across the entire United Nations Secretariat.[10]

3. Support priorities for 2016/17

81. In his overview report, the Secretary-General indicates that the priorities in 2016/17 to enhance capacities to support the field include: (a) improving supply chain management; (b) strengthening environmental management; (c) advancing technology and innovation; (d) strengthening administration and management to support field missions, including investing in human capital; and (e) combating misconduct (A/70/749, para. 44). The Committee's observations on each of the priority areas are contained in paragraphs 82 to 108 below.

(a) Improving supply chain management

82. In his previous overview report, the Secretary-General indicated his intention to launch the supply chain management initiative with a view to establishing a well-managed and agile supply chain to support United Nations field missions with effectiveness and efficiency (A/69/751/Rev.1, para. 237). A number of activities were foreseen in 2015/16, including a review of acquisition planning, an exploration of opportunities for streamlined movement of supplies and centralized warehousing, and an analysis of existing business processes and projected demands (A/69/839, para. 53). The Committee notes that, in 2015/16, the General Assembly approved $1.6 million in funding for the engagement of consultants to assist with the initiative (resolution 69/308, para. 13).

83. Details relating to the development of the supply chain management strategy are set out in paragraphs 45 to 48 of the most recent overview report of the Secretary-General (A/70/749). The report indicates that the strategy includes four interlinked priorities: (a) ensuring an "end-to-end" chain management process;

[10] See the Advisory Committee's comments on the seventh progress report on the enterprise resource planning project, its most recent to date, in its report on the subject (A/70/7/Add.19).

(b) tailoring solutions for different situations; (c) providing solutions for infrastructure, technology and resources; and (d) introducing a performance management framework to monitor, measure and manage supply chain performance. The initiative will focus on improving global supply chain planning, acquisition and delivery processes to field missions. A blueprint of the future approach is being developed on the basis of industry standards and best practices. It is indicated that the strategy will be implemented in phases, starting with pilot projects, including four being introduced in 2015/16, namely: (a) streamlining movement of select goods and services for five missions in the East Africa region; (b) analysing Incoterms (the standard international commercial terms used in procurement and commercial transactions); (c) analysing mission acquisition planning to better forecast mission needs; and (d) standardizing centralized warehousing. The report also indicates that a transition to the new approach will require significant changes to the organizational structures of the Department of Field Support, UNLB, the Regional Service Centre and field missions. The transition will, according to the Secretariat, continue to evolve over the next three years as the supply chain management approach and Umoja implementation take hold.

84. Upon enquiry, the Committee was informed that the requirements of the new approach will require structural adjustments that will be done by reprofiling current staffing in the coming years, as well as by providing the necessary training to affected staff in missions, at Headquarters and in UNLB and the Regional Service Centre. Headquarters will focus on logistical issues of a strategic nature and provide guidance and oversight; UNLB will focus on planning, sourcing and delivery at the global level; and the Regional Service Centre will focus on regional operational issues relating to the surrounding missions in the region that the Centre serves.

85. The Committee was informed that UNLB was collecting and consolidating the acquisition plans of all missions and would act as a clearing house before forwarding requirements to Headquarters. Sourcing, acquiring and delivering goods and services would be complemented by the use of strategic deployment stocks, together with the modularization and enabling capacity available at present at UNLB. At the Regional Service Centre, the Transportation and Movements Integrated Control Centre would soon be tasked with piloting an approach in the East Africa corridor to optimize surface transport and procurement of a number of test commodities, expected to be completed in late 2016 or early 2017.

86. It is estimated that the supply chain management initiative will require an additional $1.56 million in resources to be funded from the support account, in order to complete phases I and II of the project (ibid., table 6). In addition, in line with the initiative, Galileo, the current system of record for plant, equipment and inventory, will be discontinued in 2017 following the deployment of Umoja Extension 2. The decommissioning of Galileo will require an additional $974,000, to be apportioned across mission budgets.

87. The Advisory Committee trusts that the lessons learned from the implementation of the global field support strategy, including the need for a clear and complete analysis and description of potential costs and benefits capable of independent verification, the establishment of effective project management and oversight mechanisms and the requirement for continuous client and stakeholder engagement, will be fully incorporated into the implementation of the supply chain management project. The Committee looks

forward to reviewing further details of the development and implementation of the project in the next overview report, including on the status and impact of the four pilot projects initiated in 2015/16.

(b) Strengthening environmental management

88. In its resolution 69/307, the General Assembly requested the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (resolution 69/307, sect. III, para. 28). The most recent overview report of the Secretary-General indicates that this has also been a matter of focus in a number of independent reviews and in assessments by the Office of Internal Oversight Services (A/70/749, para. 49).

89. The overview report states that, during the 2016/17 period, a broader set of measures will be put in place to help to mitigate the environmental impacts of peacekeeping operations in host countries. An updated environmental policy for all United Nations field missions is scheduled for completion early in 2016, and a waste management policy is under development. The report also states that environmental responsibilities will become a central part of the planning, deployment and performance management of the field support platform in peacekeeping during the coming years. Environmental assessments will be incorporated into mission start-up planning, and compliance processes and reporting mechanisms will be strengthened. Specific initiatives already implemented in missions include using solar panels to decrease reliance on fuel and improving local waste facilities to support mission waste disposal (ibid., paras. 50-52).

90. In addition, the Rapid Environment and Climate Technical Assistance Facility has been developed in consultation with UNEP as part of the Secretary-General's response to the request of the General Assembly for an action plan to achieve climate neutrality before 2020. The Committee was informed, upon enquiry, that the Facility would formalize and strengthen the technical assistance that had already been provided by UNEP to missions, including MINUSMA, MINUSCA, UNSOA and MONUSCO. A full-time core team based in Geneva, as well as a roving technical assistance team, will provide missions with expertise in environmental management systems, greenhouse gas emissions reporting, field logistics, procurement and systems contracts, solar voltaic power, energy, solid waste management and water management, including wastewater.

91. With regard to introducing the utilization of solar energy in peacekeeping operations, the Committee was informed, upon enquiry, that most missions had already introduced solar technology at some level. Five missions, as well as UNLB, had or were planning solar farms. Costs varied, depending on size, location, year of purchase and the solar energy model being used. In addition, most missions were using solar heaters, solar street lighting and light towers, and solar technology to support ICT equipment at remote locations. In some instances, solar technology was being used to generate power for water pumps, water purifiers and lift stations for water and wastewater treatment plants. Many missions were starting to introduce hybrid power generation systems combining solar technology with traditional diesel

generators. The Committee was also informed that the data were not yet available to provide the full range and costs of forecasted total solar energy production in the 2016/17 period.

92. In response to a specific query concerning the deployment of renewable energy technologies in missions, the Committee was informed that a brief preliminary analysis had indicated that the introduction of solar photovoltaic power supplies could service up to 15 per cent of the energy demand that was currently being serviced by diesel generators in missions. However, the implementation of the technology would first require the installation of energy meters, the establishment of baselines and the capture and analysis of pertinent data.

93. With regard to resources dedicated to environmental concerns, the Committee was informed, upon enquiry, that there was currently one P-3 post dealing with environmental matters established within the Logistics Support Division in the Department of Field Support in New York and one P-3 Environmental Engineer in UNLB. That capacity was temporarily reinforced with the addition of a P-5 staff member in the Office of the Under-Secretary-General early in 2016, with a formal request for an additional post in the current support account proposal. A Headquarters-based Environment and Waste Management Officer at the P-4 level is also under recruitment. For the development of the Rapid Environment and Climate Technical Assistance Facility, estimated resource requirements of $2.49 million are included in the mission budget requests for 2016/17 on an activity-based cost apportionment basis (ibid., para. 120). Upon enquiry, the Committee was informed that the implementation of the project would require a total of $6.95 million over the next three years.

94. **The Advisory Committee recalls the General Assembly's request in its resolution 69/307 that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations.** The Committee's observations and recommendations relating to mission-specific environmental projects undertaken and planned are contained in the respective reports on those missions (see e.g. the reports on UNMIK (A/70/742/Add.10) and UNMIL (A/70/742/Add.11).

(c) Advancing technology and innovation

95. With regard to the third priority area, paragraphs 53 to 55 of the overview report make reference to the findings and recommendations of the Expert Panel on Technology and Innovation in United Nations Peacekeeping, which, the Advisory Committee notes, was a review launched by the Under-Secretaries-General for Peacekeeping Operations and Field Support in 2014 to examine ways in which

peacekeeping operations can enhance their effectiveness by making better use of technology. In response to the Panel's report, a plan of action was approved by the Heads of the two Departments in October 2015 to pursue new technology solutions, address underlying policy and administrative structures, engage in partnerships and empower mission components to identify needs and build solutions. The Secretary-General indicates that implementation of the plan will be aligned with the broader Secretariat-wide ICT strategy.[11] Elements include leveraging technology to improve the safety and security of both civilian and uniformed personnel, building on pilot efforts in MINUSMA and MINUSCA that utilize such technologies as night vision, tethered aerial situational awareness platforms and improved camp access technology. In addition, a standard incident reporting and analysis tool was introduced in peacekeeping missions in 2015.

96. Upon enquiry, the Advisory Committee was informed that some of the Panel's recommendations were very technical, such as the implementation of task-specific technologies, while in other cases the recommendations were rather more strategic in nature, relating to the entire enterprise of United Nations peacekeeping and the power of technology as a strategic enabler. An internal working group of the Department of Peacekeeping Operations and the Department of Field Support is coordinating the implementation of the recommendations. In terms of the impact on the resource requirements for 2016/17, the Committee was informed, upon enquiry, that $159,000 had been requested in the support account for the implementation of a casualty tracking system. Otherwise, solutions would be implemented through the use of extrabudgetary resources or through letters of assist to be put in place with Member States. **Notwithstanding the fact that the application of new technologies was recommended by the Expert Panel, the Advisory Committee intends to consider related proposals, along with any related resource implications, on their own merits** (see also para. 13 above).

97. One example of new technologies being introduced under a letter of assist arrangement concerns the recent pilot of aerostat reconnaissance balloons in MINUSCA, which is being operated within the mission, with the support of technical experts provided by a Member State, in order to provide force protection, improved perimeter control and security of personnel and with a view to countering non-military illegal activities, in support of the mission's mandate implementation. The security technology included a set of static and mobile sensors (1 aerostat balloon system, 2 static observation systems and 3 mobile Hover Mast systems) able to observe an urban area day and night. The Committee notes that a separate aerostat system has also been deployed in MINUSMA. Upon enquiry, in the latter case, the Committee was informed that the aerostats were part of a security system, specifically deployed to allow for long-range visibility over a mission camp installation. It is indicated that in general both of the aerostat pilot projects in MINUSCA and MINUSMA are monitoring projects but represent completely different scenarios and operational requirements, with the project in MINUSCA being much more tailored for use in an urban environment and enabling police-type work.

98. **The Advisory Committee is of the view that the transparency of the various technology projects, whether under consideration, in a pilot phase or**

[11] The Advisory Committee's observations and recommendations on the status of implementation of the information and communications technology strategy for the United Nations are contained in its report A/70/7/Add.18.

under implementation throughout peacekeeping operations, requires improvement. The Committee recommends therefore that the General Assembly request the Secretary-General to include in his next overview report comprehensive information relating to the advancement of technology projects across peacekeeping operations, including details pertaining to costs, irrespective of the procurement methodology.

99. In connection with the application of new technologies in missions, the Committee recalls the observations of the Board of Auditors with regard to the implementation of the low orbit satellite telecommunication facilities pilot project, also referred to as "O3b" or "other 3 billion" networks,[12] in its report on progress in the handling of ICT affairs in the Secretariat (A/70/581, paras. 59-60) and the Committee's own observations and recommendations thereon (A/70/755, paras. 22-23 and 29-35). O3b is a brand name for a satellite technology implemented to deliver access to the Internet at a lower cost per unit than other technologies.

100. The Board cited the project as an example in which there was an absence of clear terms of reference detailing the decision-making authority for the internal bodies governing ICT projects, specifically citing the authority of the Chief Information Technology Officer and the role of the ICT Project Review Committee in reviewing the project. The Advisory Committee regretted the lack of transparency in the budget proposals for the 2015/16 period relating to the requirements and justification for the project. The General Assembly endorsed the Board's conclusions and the related observations and recommendations of the Advisory Committee in its resolution 70/238 B.

101. In the context of its review of the peacekeeping mission budget proposals for 2016/17, and in view of the critical nature of the Board's findings with respect to the project, the Committee sought further clarification with respect to the nature and the funding of the project. The Committee was informed, upon enquiry, that the project involved the implementation and trial of O3b as a service provider over an 18-month period, during which participating missions would substitute (either entirely or substantially) their respective legacy satellite service providers with O3b. Five Eastern African missions (MINUSCA, UNSOS, UNISFA, UNMISS and MONUSCO) were selected for the pilot, as was the Regional Service Centre, across a total of eight trial sites.

102. The Committee was informed that a contract had been concluded for the O3b pilot trial, at a "not-to-exceed" contract value of $24,233,432. However, it was envisaged that the actual requirement would amount to approximately $15 million over the 2015/16 and 2016/17 periods. The Committee was also informed that much of the O3b service was expected to be delivered in a cost-neutral manner, as it would replace existing services at a cheaper unit bandwidth cost, although for some participating missions, such as UNMISS, increased requirements were sought for 2016/17, since the services of the legacy satellite provider would be retained until the new technology was fully assessed and deemed reliable. **The Committee is of the view that the O3b project is one example of a cross-cutting technology pilot project, for which greater transparency concerning the overall purpose, cost and intended impact is needed (see also para. 98 above). The Committee looks**

[12] O3b is a commercial provider of low latency, broadband satellite services aimed at connecting "the other 3 billion" people who have limited or no access to broadband for reasons of geography, political instability and economics.

forward to reviewing a comprehensive update on the implementation of the project, along with a thorough cost-benefit analysis and clear business case, in the next overview report. In this connection, the Committee recalls its recent report on the findings of the Board of Auditors on progress in the handling of ICT affairs in the Secretariat, in which the Committee recommended that projects of $200,000 or more approved by the Chief Information Technology Officer be explicitly identified and presented for consideration by the General Assembly in the relevant budget documents (A/70/755, para. 35). The Assembly endorsed this recommendation in its resolution 70/238 B.

(d) Strengthening administration and management to support field missions

103. As indicated in paragraph 12 above, the Secretary-General states in his report that a review of key support and administrative processes that pose consistent challenges to field missions will be undertaken. The areas of focus include recruitment, onboarding, procurement, finance and discipline. It is anticipated that the review will be completed by September 2016 and that the outcome will be reported to the General Assembly for its consideration. A broader review of policies and procedures is expected to be completed by September 2017 (A/70/749, para. 56).

104. In the immediate term, the Secretary-General refers to a set of standing administrative measures that would come into effect in times of mission start-up and crisis response, building on the aftermath of the earthquake in Haiti in 2010 and the experiences of UNMEER in 2014. In addition to measures which may be implemented within his existing authority, the Secretary-General seeks the specific approval of the General Assembly with respect to two measures related to the use of temporary duty assignments and the utilization of the services of retired staff. It is indicated that, subject to the approval of the Assembly, those would be included in the list of standing administrative measures which would come into effect on the establishment of a peace operation or the certification of the Secretary-General of a specific crisis or emergency (ibid., para. 57).

105. With respect to the first exceptional measure, the report indicates that the Secretariat often relies on temporary duty assignments, during which staff are temporarily dispatched on travel status to another office or mission to meet urgent requirements or to bridge critical gaps in staffing while recruitment and onboarding processes are ongoing. The General Assembly, in its resolution 63/250, has limited the period of assigning staff from Headquarters to missions to three months. However, according to the Secretary-General, this is often insufficient for temporary duty assignments to meet exigent requirements; therefore, the Assembly is requested to extend the maximum duration to six months in cases directly linked to a mission start-up or crisis situation.

106. With regard to the proposal to extend the use of retirees in order to meet urgent requirements, the Secretary-General states that the use of retired staff is an attractive option because of their experience and because their deployment does not create a gap elsewhere (as is the case with temporary duty assignments). The use of retired staff is currently subject to an earnings limit of $22,000 per year (which is the maximum level of earnings for retired staff in receipt of pension benefits), except in the case of retired staff employed in language services, who are subject to an exceptional limit of 125 days of employment per year. The General Assembly is

requested to extend the 125-day limit to retired staff whose services are required in mission start-ups or crisis situations.

107. During its consideration of the overview report, the Advisory Committee sought further detail and justification with respect to the above-mentioned proposals but received no additional substantiation, either in terms of the rationale or historical data, that would justify those two specific requests for exceptions to General Assembly-mandated restrictions. The Committee expected a full analysis of the constraints experienced in mission start-ups and crises situations and of the attendant limitations imposed on the use of temporary duty assignments and the engagement of retirees, along with the potential cost implications of the two new measures. **In view of the limited substantiating detail put forth in support of the two exceptional measures, the Advisory Committee does not recommend approval of the proposals to extend the existing mandated limits for the use of temporary duty assignments and for the use of retirees. The Committee trusts that any further proposals relating to changing existing rules, regulations, procedures and administrative processes and/or to the granting of exceptions for mission start-ups or crisis situations will be fully justified and substantiated.**

(e) Preventing misconduct

108. Details concerning the fifth priority area, preventing sexual exploitation and abuse and other misconduct, is set out in paragraphs 64 to 67 of the overview report of the Secretary-General. The Committee's observations and recommendations in this regard are contained in section III of the present report.

4. Scalability models

109. In its resolution 69/307, the General Assembly requested the Secretary-General to develop scalability models to inform the resource requirements for the support account, UNLB and the Regional Service Centre and to report thereon at the second part of its resumed seventieth session (resolution 69/307, sect. V, para. 63). In paragraphs 137 to 139 of his overview report, the Secretary-General describes the approach taken in each case. Notably, the Secretary-General points out that the synergies arising as the global field support strategy matures in the field and the global service delivery model is developed will have a significant impact on the "landscape and form" of support provided to peacekeeping operations in the future.

110. Regarding the Regional Service Centre, it is indicated that the transactional functions performed at the Centre lend themselves more readily to a scalability model, as workloads are directly tied to the number of client personnel serviced. The development of a scalability model is part of the budget report for 2016/17, and the Advisory Committee's observations and recommendations are reflected in its report thereon (A/70/742/Add.17).

111. As for UNLB, the report indicates that the functions and support provided are more diverse and comprise a spectrum of services ranging from the mission-specific to global support functions across the field. Further detailed workforce planning is to be conducted in 2016 to determine whether and how a scalability model can be applied to UNLB. Upon enquiry, the Committee was informed that the proposed staffing resources for UNLB for 2016/17 reflect a net decrease of nine posts and positions as a result of functions being redeployed to Headquarters and the logistics

support base at Entebbe (see also A/70/742/Add.17 for comments on the budget proposal for the Centre). With regard to the support account, the Secretary-General states that the application of a scalability model would be the most complex and challenging, given that the account now includes a number of offices and departments providing a number of support functions to the field, ranging from the strategic to the transactional. He also states that resources are aligned annually, with adjustments to the scale of the support account as a result of changes in the operating environment through the absorption of new activities, restructuring exercises and resource redeployments. However, an extensive review of the overall capacity of the support account is envisaged to be conducted during the 2016/17 financial period (see also the Committee's report on the support account budget proposal for 2016/17 (A/70/837)).

112. **The Advisory Committee notes that details concerning possible scalability models applicable to the resource requirements for UNLB and the support account for peacekeeping operations have not yet been submitted to the General Assembly for its consideration. In this regard, the Committee looks forward to receiving details relating to the workforce planning exercise to be conducted in UNLB and to the review of the overall capacity of the support account, at the time of its review of the peacekeeping budget proposals for the 2017/18 period.**

D. Air operations

113. Information with regard to the management of air operations in peacekeeping is outlined in paragraphs 131 to 135 of the Secretary-General's overview report (A/70/749). The Secretary-General states that efforts are under way to improve the overall responsiveness, efficiency and effectiveness of air operations in peacekeeping and to achieve economies of scale and cost savings without compromising the quality of services, including through the sharing of regional strategic air assets between missions as a means to improve aircraft utilization.

114. For 2016/17, proposed resources for air transportation are estimated at $839.7 million as compared to the apportionment of $821.1 million for the 2015/16 financial period, representing an increase of approximately $18.7 million, or 2.3 per cent (ibid., annex II, table 1). These increased requirements are mainly attributed to changes in the air fleets in MINUSCA, UNSOS and UNMISS; increased provisions for unmanned aerial systems in MINUSMA and UNMISS; and projected increases in flight hours and fuel consumption in MINUSCA and MINUSMA. These increases are partly offset by reduced requirements in MONUSCO, UNAMID, UNISFA, UNOCI, UNMIL and MINUSTAH (ibid., table 2). The Advisory Committee notes that the resource requirements for air operations amount to 31 per cent of the total requirements proposed under operational costs in 2016/17, or approximately 10 per cent of the projected cost of peacekeeping operations overall.

115. The Board of Auditors, in its report on the financial statements of the United Nations peacekeeping operations for the financial period ended 30 June 2015, also makes several observations concerning the management of air transportation during the performance period. The Board indicates that actual expenditure on air transportation amounted to $750.92 million, or 26 per cent of the total expenditure under operational costs over that time (A/70/5 (Vol. II), chap. II, para. 83). In this

connection, the Advisory Committee's comments and observations on the findings of the Board are reflected in its report (A/70/803). Specific observations relating to the utilization of air assets and the role of the Strategic Air Operations Centre are discussed in paragraphs 127 to 132 below.

116. **In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (see also A/69/839, para. 129).**

117. The Advisory Committee also recalls that, in his previous overview report, the Secretary-General referred to various initiatives that would be undertaken throughout the 2015/16 period to improve the efficiency and flexibility of air operations and to benefit aviation safety, such as a review of all contractual agreements and the implementation of a comprehensive aviation quality assurance programme (A/69/751/Rev.1, paras. 111 and 112). In that connection, the Committee looked forward to receiving further details in the subsequent overview report (A/69/839, para. 125). **The Advisory Committee regrets that the current overview report contains no specific details relating to the outcome of these two initiatives. The Committee expects that future overview reports will contain more detailed information with respect to cross-cutting measures taken to improve the efficiency, effectiveness and safety of air operations.**

118. **As an overall observation concerning the management of air operations, the Advisory Committee considers that the underlying causes of the observations and shortcomings highlighted in the paragraphs below are interrelated and require a coordinated effort by the relevant offices at Headquarters and by UNLB and the Regional Service Centre, as well as at the level of the individual peacekeeping missions.**

1. Air asset utilization

119. In recent years, the Board of Auditors has repeatedly expressed its concerns with respect to the under-utilization of budgeted flight hours in the case of peacekeeping air assets. In its previous cross-cutting report, the Advisory Committee concurred with the Board that a trend analysis of utilization of air assets should be conducted to determine the optimum size and composition of the overall fleet, and that both the flight needs and schedules be analysed in order to improve the overall utilization of air assets and efficiency of air operations (A/69/839, para. 132). In its resolution 69/307, the General Assembly endorsed those conclusions.

120. In its report on the financial statements of the United Nations peacekeeping operations for the financial period ended 30 June 2015, the Board of Auditors once again notes several instances where there was a persistent mismatch between the quantity of flight hours contracted for the use of air assets and those actually required or utilized by missions, and recommends that the trend analysis of utilization of air assets be completed in order to facilitate decisions for right-sizing the air fleet (A/70/5 (Vol. II), paras. 84-95). The Board notes that the Administration informed it that the results of the analysis had been received from only three missions as at 1 January 2016.

121. During its consideration of the most recent overview report, the Advisory Committee sought a breakdown of the hours budgeted in peacekeeping missions in 2014/15 compared with the hours actually flown, along with the variances between them. On the basis of that information, the Committee notes an overall underutilization rate of nearly 9 per cent across all missions, which compares favourably with the 16 per cent underutilization rate of 2013/14 (see A/69/839, para. 131). However, the rate is somewhat distorted by the fact that the aircraft assigned to UNSOA flew 2,824 hours in excess of the total quantity of flying hours budgeted (i.e., a utilization rate of 134.8 per cent). The Committee notes significant underutilization of air fleet capacity in UNAMID and UNMISS for the second year in a row. The Committee was also provided with information concerning passenger capacity utilization as compared to the overall passenger capacity per air asset, as well as cargo utilization by aircraft type for the last six months of 2015. These data are contained in annex V to the present report and shows instances of significant underutilization of capacity over time.

122. The Advisory Committee notes that the above-mentioned trend analysis of air asset utilization, first requested by the Board in its report on the 2013/14 period, has not yet been concluded and that no explanation is provided for the delay in completing this analysis. Upon enquiry, the Committee was informed that the results of the trend analysis are expected to be shared by the end of June 2016. In terms of specific efforts to improve the utilization rates for air assets, the report cites the introduction of standby charter contracts for "on demand" charters in 2015, which allow missions to pay only for the hours used, in lieu of fixed rental costs associated with mission-dedicated air assets (A/70/749, para. 133). The Committee notes, however, that, once again, the overview report contains no details with respect to the savings that these contracts have already yielded or are expected to yield. **The Advisory Committee stresses that the trend analysis of air assets utilization should be finalized without further delay and the findings and implications be reflected in the next overview report. Furthermore, the Committee is of the view that a consistent methodology for measuring air asset utilization is needed so that meaningful comparisons can be made over time and a review of the overall fleet composition could be considered on the basis of clear, verifiable data.**

123. Concerning the use of mission air assets by other entities or non-mission personnel, a matter raised by the Advisory Committee in its last two reports on cross-cutting issues (A/69/839, para. 133 and A/68/782, para. 186), the Committee notes that once again no related details have been included in the overview report. Upon request, the Committee was provided with details of passengers transported on mission assets, which are contained in annex VI to the present report. The Committee notes that non-United Nations passengers, which include contractors, government officials, refugees and visitors, represent approximately 17 per cent of the total passengers transported, with non-mission personnel from the specialized agencies, funds and programmes of the United Nations system representing an additional 4 per cent. The Committee was informed, upon enquiry, that the large number of non-United Nations passengers flying on UNSOA aircraft is attributable to the inclusion of AMISOM troops, which represent about 35 per cent of total passengers carried in that mission. The Committee was also informed that all non-United Nations passengers had been transported in support of mission mandate implementation, and therefore the missions had not charged them for the transportation, except in the case of MONUSCO, MINUSMA and UNAMID, which had charged for contractors and

staff from specialized agencies and embassies on a cost-recovery basis. In specific connection with this cost recovery, the Committee was informed that the matter was under review by the Office of Legal Affairs at Headquarters (see also the Committee's related observations in its report on the resource requirements of MONUSCO for 2016/17 (A/70/742/Add.5)). **The Advisory Committee recommends that the General Assembly request the Secretary-General to finalize and implement a consistent policy applicable to all missions. Details on the application of this policy should be contained in the next overview report.**

2. Implementation of the aviation information management system

124. The Secretary-General indicates that the implementation of the aviation information management system has been completed in most of the missions, with the exception of MINUSMA, where the system is in its start-up phase, and UNSOS, where it has just recently been introduced (A/70/749, para. 132). Upon enquiry, the Advisory Committee was also informed that implementation was being finalized in UNAMA and UNAMI (two special political missions). Implementation in MINUSMA and UNOWA (another special political mission) is expected to be completed by the end of the first quarter of 2016. In places where the system is fully implemented, missions now use its online features to record aircraft utilization. A second phase will include the development of interfaces with Umoja to facilitate the processing of invoices and with the satellite tracking system to allow for automated aircraft utilization reports. The full implementation of the system is also expected to streamline the data collection and core business processes of the Air Transport Section at Headquarters, the Strategic Air Operations Centre in Brindisi, the Transportation and Movements Integrated Control Centre in Entebbe and the air operations sections in individual missions. In this connection, the Committee recalls that the Secretary-General has previously set out the potential benefits of introducing the system, which include the support of air operations planning; the capture of high-volume data for the establishment of benchmarks key performance indicators; the enhancement of tools to analyse air fleet performance; the streamlining of invoice processing; and the reduction of workloads associated with manual verification through automation (see A/68/731, para. 195 and A/69/839, paras. 134 and 135).

125. The Advisory Committee notes that the overview report does not yet contain any concrete details concerning the benefits realized from the implementation of the system to date. In the case of MINUSTAH (see A/70/740, sect. V.A, fifth item), it is reported that there have been some technical difficulties with the system, which are being addressed, and it is still too early to report any concrete improvements.

126. **The Committee welcomes the progress in implementing the long-awaited aviation information management system and expects that its implementation will lead to the establishment of a baseline for benchmarks and key performance indicators for air operations, and should help to address some of the persistent weaknesses in their management and oversight. The Committee expects that the next overview report will contain comprehensive information concerning the realization of benefits arising from the implementation of the system.**

3. Roles and responsibilities for air operations management

127. In its two previous reports on cross-cutting issues, the Committee made a number of observations and recommendations on the roles and responsibilities of different organizational actors with respect to air operations management for field missions, including on the division of labour between the Air Transport Section within the Logistics Support Division at Headquarters; the Strategic Air Operations Centre situated at UNLB in Brindisi; the Transportation and Movements Integrated Control Centre, which is part of the Regional Service Centre in Entebbe; and the joint movement coordination centres located in individual missions (A/69/839, para. 139 and A/68/782, paras. 181-184).

128. In his previous overview report, the Secretary-General had indicated his intention to streamline some of the oversight functions relating to critical air operations management (A/69/751/Rev.1, para. 112). At the time of its review of that report, the Advisory Committee was informed that the Department of Field Support had initiated an assessment of the roles and activities of its Air Transport Section in relation to the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, with a view to improving overall aviation management. The General Assembly subsequently endorsed the Committee's recommendation that the Secretary-General should include comprehensive details of that assessment in his subsequent overview report (resolution 69/307, para. 37). The Advisory Committee notes, however, that no such details are contained in the most recent overview report (A/70/749).

129. In addition, the Board of Auditors has expressed specific concerns relating to the role and functions of the Strategic Air Operations Centre, located at UNLB in Brindisi. In its report on the financial statements for the period ending 30 June 2014, the Board stated that, in its view, the Centre was not adequately performing some of the functions for which it was originally established, including fleet optimization and maximizing the utilization of United Nations air assets; planning, tasking, tracking and assessing strategic air movements; and exploring the possibilities of achieving economies in the performance of those functions (A/69/5 (Vol. II), paras. 185-195). In its report on the financial statements for the period ending 30 June 2015, the Board again found deficiencies in strategic planning and coordination of strategic and out-of-mission-area flights, which is one of the stated responsibilities of the Strategic Air Operations Centre, including widespread non-compliance with the requirement to perform proper task/pre-flight analysis. In addition, post-flight analyses had not been performed in the vast majority of cases where strategic and out-of-mission-area flights had occurred (A/70/5 (Vol. II), paras. 99-104).

130. **The Advisory Committee regrets that the overview report contains no details relating to an assessment of the roles and activities of the different offices handling the management and oversight of air operations for United Nations field missions.**

131. **In view of the need for better oversight and management of air operations, as evidenced by the observations and recommendations made in paragraphs 122 and 126 above, as well as the ongoing deficiencies identified by the Board of Auditors, specifically with respect to the role of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, the Committee is of the view that this comprehensive assessment is overdue. The Committee recommends, therefore,**

that the General Assembly request the Secretary-General to expedite completion of his assessment of the roles and responsibilities of the offices handling the management and oversight of air operations for peacekeeping missions and report comprehensively thereon in his next overview report.

132. In its reports on the proposed 2016/17 resource requirements in respect of the support account for peacekeeping operations, UNLB and the Regional Service Centre in Entebbe (A/70/751, A/70/779 and A/70/754, respectively), the Committee also comments on different aspects relating to the roles and responsibilities of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, along with the related resource requirements of those entities (see A/70/837, A/70/742/Add.9 and A/70/742/Add.17).

4. Unmanned aerial systems

133. In his overview report, the Secretary-General states that unmanned aerial systems are currently deployed in three peacekeeping missions (MONUSCO, MINUSMA and MINUSCA) and are also being proposed in 2016/17 for UNMISS. These systems have been deployed through troop-contributing countries using letters of assist as well as commercial contracts. It is indicated that the Organization now makes use of a wide range of such systems, including short-range mini-systems, medium-range tactical systems (for distances less than 200 kilometres) and long-range strategic systems that have beyond-line-of-sight communications capabilities, through the use of satellite-based communications. The Secretary-General also indicates that the different systems result in different costs and that lessons learned from past acquisition exercises will be applied to ensure that the most appropriate systems are deployed according to the needs of different missions and as a means to establish appropriate benchmarks for the costs associated with the different categories of unmanned aerial systems (see A/70/749, para. 134).

134. Initial lessons learned from the experience of unmanned aerial systems deployed to MONUSCO and MINUSMA are described in paragraph 135 of the overview report, including the need for improvements to the requirements the United Nations uses for vendors; contractual enhancements; a suitable regulatory framework to govern the acquisition and operation of the systems; host Government approval for operating them; and comprehensive airspace management to allow for their consistent and safe operation. Furthermore, in its report on the financial statements for the period ending 30 June 2015, the Board of Auditors noted extensive underutilization of the unmanned aerial systems deployed to MONUSCO and MINUSMA and expressed its view that there appeared to be scope for optimizing the number of systems leased to reduce costs without compromising operational requirements (see A/70/5 (Vol. II), paras. 105-111). In terms of the deployment of systems since 2014/15 and what was foreseen in 2016/17, along with the contractual type, the description of the systems and the resource requirements, the Committee was provided, upon enquiry, with the details set out in annex VII to the present report.

135. In response to a query relating to the length of the contractual modality put in place in MONUSCO for this new and evolving technology, the Advisory Committee was informed that the unmanned aerial system project in that mission was considered to be a pilot, with the understanding that the initial contract would assist in achieving greater operational stability and cost-effective solutions, especially considering the longer mobilization time required for such assets. In connection

with the limitations of the initial contractual modalities, the Board of Auditors informed the Committee, upon enquiry, that contracts could obligate service providers to ensure minimum operational availability of the systems and establish a closer linkage between actual hours flown and the payments to be made. Upon request, the Committee was also provided with details concerning the utilization of the unmanned aerial systems in MINUSMA and MONUSCO for the period from July 2015 through January 2016, which showed a wide range of utilization rates depending on the nature and location of the system.

136. **The Advisory Committee welcomes the inclusion of the information pertaining to the deployment of unmanned aerial systems in the most recent overview report and expects that future reports will continue to report thereon so as to enable a better understanding of this new and emerging technology in peacekeeping operations.**

137. **The Committee also concurs with the Board of Auditors that, based on utilization trends for the systems deployed to MONUSCO and MINUSCA in 2014/15, there appears to be scope for optimizing the number and types of systems acquired in order to maximize efficiency and effectiveness in the utilization of unmanned aerial systems without compromising operational requirements.**

138. As regards the related resource requirements for the 2016/17 period, the Advisory Committee notes the anticipated requirements for deployment of unmanned aerial systems in MINUSCA and UNMISS totalling $15 million and $10 million, respectively. The Committee was informed, upon enquiry, that these provisions represented prorated estimates based on an annual cost of $20 million, with an adjustment in both cases for the anticipated delays in deployment in 2016/17. The $20 million annual estimate is based upon prior acquisition exercises involving formal tender processes and letter of assist negotiations, as applicable. **The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems** (A/69/839, para. 147). The Committee's specific observations and recommendations with respect to these resource requirements are reflected in its reports on the 2016/17 budget proposals for MINUSCA and UNMISS (A/70/742/Add.12 and Add.15).

E. Operational costs

1. Fuel

139. In his overview report, the Secretary-General indicates that, in view of the volatility in global fuel markets in recent times, particular attention has been paid to the cost of fuel in arriving at the budget estimates for the 2016/17 period (A/70/749, para. 85). Figure IV in the overview report depicts the fluctuations in average fuel prices from 1 January 2014 to January 2016 for the main fuel categories used by peacekeeping missions (gasoline, diesel, jet fuel and kerosene). The Advisory Committee was informed, upon enquiry, that the overall requirements relating to fuel are estimated at $323.5 million for 2016/17.

140. The report states that resource requirements for fuel are presently approximately 5 per cent of the overall proposed budget for the 2016/17 period for generator fuel, aviation fuel, diesel fuel for ground transportation and oil and

lubricants, which account for 98 per cent of all fuel costs. The total estimated net reduction in proposed resource requirements for 2016/17 as a result of changes in fuel prices is estimated at approximately $48.1 million over the 2015/16 period, with the price variances ranging from 12 to 19 per cent across the major types of fuel (ibid., paras. 89 and 90). In terms of the impact of fuel price changes on individual mission budgets, the Advisory Committee notes that the largest reductions are reflected in the resource requirements of MONUSCO, UNMISS, MINUSMA and UNAMID (ibid., figure V).

141. The Committee was also provided with details, upon request, of the variance by mission and by fuel category in the resource requirements for 2016/17 in relation to the previous financial period. Upon further enquiry, the Committee was informed that the total reductions in fuel costs, attributable to variances in both volume and price, between the estimates for the 2016/17 period and the approved costs for the 2015/16 period total $65.2 million (see annex VIII to the present report for a detailed breakdown by peacekeeping mission and by category of fuel).

142. In terms of the methodology used to estimate fuel resource requirements, it is indicated that estimates have been based on mission-specific average actual fuel prices for the latest available six-month period, primarily the six-month period up to and including December 2015 (A/70/749, para. 88). In its previous report on cross-cutting issues, the Advisory Committee considered that the rates applied for budgetary purposes for the 2015/16 period should have been based, as much as possible, on the latest prices and recommended that this information be provided to the General Assembly, along with the related financial implications of any rate changes, at the time of its consideration of peacekeeping budget proposals (A/69/839, para. 69). Subsequently, the General Assembly decided, on an exceptional basis and without setting a precedent, to apply the fuel prices based on the average rates from November 2014 to April 2015.

143. Upon request, the Advisory Committee was provided with additional details concerning the basis for the estimated requirements and the underlying methodology for these estimates. The Committee was informed that the estimated quantity of fuel consumed is determined by each mission on the basis of: (a) the number and type of vehicles authorized for the financial period and historical patterns of fuel consumption for their usage; (b) the historical consumption patterns for the number of generators installed; and (c) the anticipated aircraft fleet and the number of planned flights for the financial period.

144. As to the fuel price components and the reasons why there may be differences in fuel costs depending on the mission, the Committee was informed, upon enquiry, that costs are determined by fixed and variable cost components. The fixed component varies from mission to mission, not connected to oil market conditions but relating to costs such as distribution, transportation and administrative costs, fees paid to terminals and company margins. The variable portion of fuel cost is based on published market prices from the leading independent provider of global information and benchmark prices for the commodities and energy markets. In addition to the fixed and variable costs, mobilization costs and operation and management fees can also be incurred, depending on whether the mission operates a turnkey, in-house or hybrid contractual arrangement for the provision and management of fuel.

145. **The Advisory Committee continues to be of the view, particularly in view of the current volatility of fuel prices, that the rates applied for budgetary purposes for fuel should be based, as much as possible, on the latest prices, and that this information should be provided to the General Assembly, along with the related financial implications of any rate changes, at the time of its consideration of peacekeeping budget proposals (see also A/69/839, para. 69).**

146. In recent years, the Advisory Committee has commented quite extensively in its reports on cross-cutting issues on different aspects of fuel management in peacekeeping operations, not only concerning the standards applied for planning and budgeting fuel usage, but the differences in usage standards applied across different missions and for different purposes and the related lack of transparency in reporting (see A/66/718, paras. 129-131, A/67/780, paras. 128-130 and A/68/782, paras. 187-192). The Committee has also previously sought information concerning the introduction of turnkey arrangements in some peacekeeping missions, wherein a commercial vendor is responsible for all stages of fuel provision, including storage and distribution, and noted that no comprehensive analysis of the costs and benefits of different fuel management options had been included in the overview reports of the Secretary-General (A/68/782, para. 187). **Given the level of expenditure on fuel and the risk of fraud, waste and abuse in this area, the Advisory Committee is of the view that the next overview report should include more comprehensive details on all aspects of fuel management in peacekeeping missions.**

147. The Advisory Committee also recalls that in previous years, some detail was provided concerning the development and phased roll-out of an electronic fuel management system, intended to be a single platform to manage fuel operations and associated planning and financial management (see A/68/782, para. 192). In its previous report, the Committee noted that the application was still not operational in 10 of the 16 peacekeeping operations (A/69/839, para. 44). In the most recent overview report, aside from a reference to the costs allocated to cover certain support requirements and continuing application development ($0.74 million) and the implementation of the system in an additional three missions in the performance period ended 30 June 2015 (A/70/749, paras. 117 and 144, respectively), no reference is made to the utility of the system and whether it is having a discernible impact on the management of fuel in missions. Upon enquiry, the Committee was informed that the application has been deployed in eight missions (UNOCI, UNIFIL, UNMISS, MINUSMA, MONUSCO, UNMIL, MINUSTAH and UNAMID). Deployment at UNISFA was scheduled to take place in April 2016. **The Advisory Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General.**

2. Rations

148. Previous reports on cross-cutting issues have highlighted the savings relating to resources allocated for the provision of rations in peacekeeping operations through the introduction of new rations standards, a streamlining of requirements for the potential suppliers, increasing global competition and establishment of new contracts. In the most recent overview report, however, the only information provided relates to the resources required for the ongoing support requirements and

development of an electronic rations management system (A/70/749, paras. 116 and 117).

149. Upon request, the Advisory Committee sought details concerning the expenditure trends of rations for the past and present financial period, as well as the cost estimates for the 2016/17 period. From the information provided, the Committee notes that overall requirements for rations expenditures for 2016/17 are estimated at $433.3 million, reflecting an increase of $33.7 million, or 8.4 per cent. Rations costs are anticipated to rise in eight missions in 2016/17, while decreases are expected in six missions. **The Advisory Committee notes with concern that the most recent overview report contains no explanatory information with respect to the increase in resource requirements for rations expenditures in 2016/17. Given the magnitude of the resources dedicated to rations, the Advisory Committee stresses that the overall expenditure trends should be closely and continuously monitored to ensure the overall efficiency of the system of rations acquisition, supply and management, without any adverse impact on the quality of the rations provided. The Committee trusts that additional detail in this regard will be included in future overview reports.**

150. On the electronic rations management system, the Committee recalls that the development and implementation of this system took a number of years (see A/68/782, para. 193). In its previous report on cross-cutting issues, the Committee noted that pilot implementation in one peacekeeping mission was planned in 2015/16 before full roll-out across the other missions (A/69/839, para. 45). Upon enquiry, the Committee was informed that, as at March 2016, the application had been deployed in MINUSMA and UNFICYP. Pre-deployment activities were under way in UNAMID, while additional features were being added following the pilot phase. **The Advisory Committee trusts that details on the progressive roll-out of the electronic rations management system and its overall impact on rations management and oversight across peacekeeping missions will be included in the next overview report.**

3. Official travel

151. The Advisory Committee has commented extensively on the subject of official travel in previous reports on cross-cutting issues (see, most recently, A/69/839, paras. 73 and 74 and A/68/782, paras. 198-203) and in other contexts (A/69/787 and A/70/7, paras. 104-114). The Committee also recalls that, since 2011, the General Assembly has endorsed a number of measures aimed at improving the effectiveness and efficiency of the resources dedicated to air travel, including introducing advance booking requirements, altering the requisite standards of accommodation with respect to business class travel, requesting the use of videoconferencing and other alternative methods of communication and representation, and reducing the requirements for accompanying staff to travel in the event a senior official needs to travel (see General Assembly resolutions 65/268, 67/254A and 69/274A). In the specific context of peacekeeping, the Committee also recalls its observations concerning the need to consolidate or combine Headquarters-related meetings or briefings in order to reduce the number of trips undertaken (see A/68/782, para. 200).

152. In response to an August 2014 request of the Advisory Committee, the Board of Auditors has continued its examination of official travel expenditures, with the

most recent findings contained in its report on peacekeeping operations for the 2014/15 financial period. Specifically, the Board focused on the extent of compliance with the advance purchase policy for air tickets, which states that all travel arrangements should be finalized 16 calendar days in advance of the commencement of official travel. While noting a 4 per cent improvement in the overall compliance rates from the prior period, the Board found that 48 per cent of peacekeeping-related trips did not comply with the 16-day rule, indicating a need for continued monitoring and enforcement of the policy (see A/70/5 (Vol. II), paras. 67-78).

153. Proposed resource requirements for 2016/17 across all peacekeeping operations amounts to $53.5 million, representing a decrease of $732,000 (or 1.3 per cent) from the approved level of resources for the 2015/16 period. In his overview report, the Secretary-General states that measures to improve efficiency with regard to travel planning have been put in place, including the use of distance meeting tools such as video and web conferences and file sharing (ibid., para. 129).

154. In the context of its review of individual mission budgets for 2016/17, the Advisory Committee requested a detailed breakdown and justification for the proposed requirements for official travel in each mission well in advance of its consideration of the budget proposals. **The Advisory Committee notes with dissatisfaction that the information was not made readily available to the Committee in a timely manner and not in the format requested, which would have facilitated easy review. The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers and estimated air fares and other travel costs, be included in the information provided to the Committee prior to its consideration of mission budget proposals.**

155. In addition, based on its review of the information that was made available, the Committee notes possible instances of overbudgeting with respect to official travel requirements. For example, for the purposes of preparing budgetary estimates, the requisite "economy class" travel standard appears not to have been consistently applied in cases of staff members scheduled to participate in workshops, seminars and conferences. Upon enquiry, the Committee was informed that missions had been informed that the definition of learning and development encompasses a variety of activities in the broadest sense and that the standard of accommodation for travel in such cases shall be economy class. The Committee also noted instances where missions had budgeted for travel to Headquarters with the express purpose of attending the hearings of the Advisory Committee, while for most recent peacekeeping budget hearings, videoconferencing links had been primarily utilized. **The Committee notes possible cases of overbudgeting with respect to official travel and trusts that the necessary corrective action will be undertaken. The Committee recommends related reductions to official travel in many of the individual budget proposals for 2016/17. The Committee is also of the view that such instances should be detected and corrected earlier in the process of budget preparation and review.**

4. Construction

156. In recent years, the Advisory Committee has made observations and recommendations on the oversight framework for major capital projects undertaken in peacekeeping operations.[13] The Board of Auditors also continues to recommend enhancements with respect to the management and oversight of such projects (most recently in A/70/5 (Vol. II), paras. 169-182). Reports of both the Advisory Committee and the Board of Auditors refer to guidance materials that have been issued in recent years to improve planning procedures, project and contract management and oversight of major projects, including the most recent supplemental guidance issued in October 2015 (A/69/839, para. 155 and A/70/5 (Vol. II), para. 182).

157. Upon request, the Advisory Committee was provided with a list, as at April 2016, of mission construction projects valued in excess of $1 million under way in the 2015/16 period and those foreseen for the 2016/17 period (see annex IX to the present report). The Committee notes that in the current period there are 61 such projects, with a total value of $295 million. The Committee further notes that a number of these projects are either experiencing delays or have been cancelled altogether. For 2016/17, it is anticipated that there will be 25 such projects across six missions, with a total estimated value of $80 million. Many of the ongoing and anticipated projects span more than one budgetary period. **The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and UNLB, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request.**

5. Vehicle holdings in missions

158. The Advisory Committee has discussed missions' requirements for vehicles in its previous reports on cross-cutting issues (A/69/839, paras. 156-159 and A/68/782, paras. 142-146) and has welcomed the efforts made to align the holdings of light passenger vehicles in missions with the standards prescribed in the Standard Cost and Ratio Manual. Specifically, in the context of its review of the Secretary-General's previous overview report, the Committee noted the promulgation of a revised surface transport manual in 2014, reductions of holdings for the purpose of transport pools and vehicle reserves and an extension of the optimal life expectancy of light passenger vehicles, depending on the operational environment in missions (A/69/839, para. 157). At that time, the Committee was also informed of efforts to replace part of the light passenger vehicle holdings with sedan and multipurpose vehicles and the entry into effect of a new global systems contract for the supply of such vehicles in May 2015 (ibid., para. 158). In paragraph 41 of its resolution 69/307, the General Assembly acknowledged the initiative of the Secretary-General to review and optimize the composition of missions' vehicle fleets to ensure that they are adapted to the conditions and operational circumstances on the ground.

[13] A/66/718, paras. 104-106, A/67/680, paras. 94-98 and A/68/782, paras. 127-132.

159. During its review of the most recent overview report, the Advisory Committee sought and received details concerning the quantity and value of light passenger vehicles purchased in the five financial periods from 2009/10 to 2014/15 for use in peacekeeping operations. The Committee notes that in 2009/10, 1,222 such vehicles were purchased at a total inventory value of $29.6 million, while in 2014/15, 625 light passenger vehicles were purchased, valued at $13.4 million. The Committee was also informed that for the period 2016/17, it is projected that 398 new light passenger vehicles will be acquired, of which 91 per cent will be replacement vehicles. Specific observations and recommendations relating to vehicle acquisitions are also contained in the context of the Committee's reports on specific mission budget proposals.

160. In terms of the types of vehicles to be acquired, a breakdown of the proposed distribution and categories of the 398 new light passenger vehicles was provided upon request and is contained in annex X to the present report. However, the Committee notes that the breakdown does not include any sedan or hybrid-type vehicles. In this connection, the Committee was informed that guidelines for the transformation of the global mission vehicle fleet were only published after the preparation of the budget proposals for the 2016/17 period. Missions have since been directed to convene vehicle establishment committees before the end of April 2016, and an analysis of the practicality of introducing electric, hybrid and alternative-type vehicles will be subsequently completed. **The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review.**

F. Operational matters

1. Demining

161. In its resolution 69/307, the General Assembly emphasized the importance of the implementation of all demining activities, where specified in relevant peacekeeping operation mandates, and requested the Secretary-General to report thereon in his overview report. In response to this request and following various requests for such information by the Advisory Committee (see A/69/839, paras. 153 and 154 and A/68/782, para. 126), the current overview report includes summary information relating to the demining activities included in peacekeeping operations (A/70/749, para. 130).

162. The report states that, for the 2016/17 period, the proposed resource requirements relating to demining activities amount to $198 million across 11 missions. Table 7 in the report shows the range of activities, which includes actual landmine clearance, disposal of unexploded ordnance and destruction of small arms and ammunition as well as the provision of risk awareness training and capacity-building services, depending on the mission. In addition, annex VII to the report provides details of planned and actual expenditures for mine-action activities from the 2011/12 to 2016/17 periods in peacekeeping missions. Details relating to ongoing efforts to mitigate the threat of improvised explosive devices are also given in paragraph 75 of the overview report.

163. The Advisory Committee notes that the proposed resources for 2016/17 are more than double the amount proposed five years ago, with the largest programmes, in terms of budgetary requirements, proposed for MINUSMA ($55 million), UNSOS ($48.9 million), UNMISS ($40.7 million) and UNISFA ($20.3 million). As to the reasons for the sizable increase in the resources dedicated to demining in peacekeeping, the Committee was informed, upon enquiry, that the key drivers are the increasingly challenging contexts in which peacekeeping missions operate, including: (a) widespread contamination by mines and explosive remnants of war, which necessitate large-scale survey and clearance activities (UNISFA and UNMISS); (b) asymmetric threats and the use of improvised explosive devices (UNSOS and MINUSMA); and (c) the deployment of MINUSCA, which involves the implementation of weapons and ammunition management activities as part of the mission's authorized mandate. **The Advisory Committee welcomes the inclusion of the additional details relating to demining activities within peacekeeping operations and recommends that the General Assembly request the Secretary-General to include comprehensive information on demining activities in his next overview report, including the expected outcomes, the kinds of resources required, the sources of funding and the details relating to implementing partners or agencies in each case.**

2. Medical support

164. The Board of Auditors, in its report on the financial statements for peacekeeping operations for the period ended 30 June 2015, identified a number of areas for improvement in the provision of medical services at various missions. These included shortfalls in the facilities themselves, deficient procurement practices relating to medical supplies and delays in the roll-out of a hospital management system (A/70/5 (Vol. II), paras. 209-217).

165. The overview report sets out details relating to efforts under way to improve medical standards and capabilities in the field (A/70/749, paras. 71-74). The report indicates that revised international standards for casualty response are set out in the new United Nations Medical Support Manual, coupled with the establishment of a health-care quality performance framework and a quality, safety and risk committee to provide the necessary oversight and governance. Adherence to the new standards will require enhanced training activities; improved decision-making relating to the capacity of all medical capabilities; establishment of a coordination mechanism for activating mission casualty evacuation systems; standardized communication and processes that adhere to the new standards; and robust health-care quality oversight.

166. Related proposals to amend the Contingent-Owned Equipment Manual to allow missions to meet requisite medical standards will be considered by the next meeting of the Working Group on Contingent-Owned Equipment in 2017. Resources are also being sought under the support account to establish key medical staff during the 2016/17 period to assist in the development of a performance framework for mission-operated health-care facilities and to address critical concerns (see the Advisory Committee's related observations and recommendations in its report on the support account for peacekeeping operations (A/70/837, paras. 89-91)). It is also indicated that health-care quality managers will be appointed at the mission level and possibly to provide support to a number of missions from a regional location.

167. In terms of overcoming existing impediments to night-flight operations in support of casualty evacuation operations, the report states that an assessment will be conducted followed by procurement actions for the installation of airfield lighting systems and equipment (A/70/749, para. 73). Upon enquiry, the Advisory Committee was informed that the minimum cost of constructing a helipad to be used for night operations, based on a simple firm-ground, non-structured landing area, is estimated at $76,000 and will depend on the locations of missions as well as the magnitude of the capability to be developed. Flying restrictions imposed by national civil aviation authorities or by difficult terrain will nevertheless affect the ability to conduct night operations. **The Advisory Committee supports the efforts under way to improve medical standards and capabilities in the field and trusts, furthermore, that these efforts will help to address the deficiencies identified by the Board of Auditors. The Committee intends to keep this matter under review in its consideration of future overview reports and budget proposals for individual missions.**

3. Safety and security in the field

168. The overview report includes a section relating to the efforts to increase the capability of the United Nations system to better integrate efforts, develop new tools and leverage technology to safeguard the safety and security of personnel in operational environments that have large-scale security challenges (A/70/749, paras. 68-70). Specifically, the report provides a description of efforts to consolidate related human resource capabilities in the field with a view to move forward with the implementation of a new staff selection and mobility scheme. In addition, the report indicates that efforts are being taken to improve the security arrangements for members of air crews contracted to provide services to peacekeeping operations. In this connection, the Advisory Committee notes the concerns expressed in the report of the Secretary-General that the operating environment for peacekeeping operations is now, inter alia, more insecure, with targeted and asymmetric attacks on the rise (A/70/749, para. 8) (see also para. 9 above). **The Advisory Committee trusts that the Secretary-General is making every effort to minimize the risks against the safety and security of all personnel in its peacekeeping operations.**

169. Concerning the use of private security personnel, the Advisory Committee recalls that in 2012, a policy was promulgated on the use of armed private security companies, including related contractual and procurement requirements. In its current review of the peacekeeping operations, the Committee was provided, upon request, with details as to the number of guards provided under such arrangements and the cost of the related contracts. The Committee was informed that for 2015/16, contracts totaling $35.3 million were in place across 16 locations, with the estimated deployment of 5,928 security guards. Details are included in annex XI to the present report (see also A/69/839, para. 160 and A/68/782, para. 207).

4. Death and disability compensation

170. Information with respect to the settlement of claims for death and disability is provided in paragraph 63 of the overview report (A/70/749), with the details on the status of claims for death and disability compensation for 2015 provided in annex VI to the report. The Secretary-General states that, at 31 December 2015, 146 death or disability claims had been processed during the calendar year, with an additional 40 claims pending, of which 26 had been outstanding for more than 90 days (ibid.,

annex VI, para. 1). These figures are broadly comparable to the previous year when, at the same time, 42 claims were pending, of which 24 had been outstanding for more than three months (A/69/839, para. 161). The reason for the outstanding claims relates mostly to delays in receiving relevant documentation and medical information. The Secretary-General indicates that, in an effort to speed up the process of claims for settlement, a weekly review of claims status is conducted, with continuous follow-up, as necessary, to obtain the necessary documentation and/or decisions (A/70/749, annex VI, paras. 2 and 3). **The Advisory Committee recalls paragraph 25 of General Assembly resolution 66/264, in which the Assembly urged the Secretary-General to take all necessary measures to ensure the timely settlement of all such claims within three months from the date of their submission. The Committee reiterates once again the importance of efforts to address the backlog of death and disability claims, particularly those claims pending for more than three months, and underscores the importance of ensuring that the related interaction with Member States in connection with such claims is conducted in a timely manner.**

III. Special measures for protection from sexual exploitation and sexual abuse

171. The Advisory Committee also considered the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/70/729). In that context, the Committee recalls that the Security Council adopted its resolution 2272 (2016), on peacekeeping operations and sexual exploitation and abuse, on 11 March 2016.

Reports of sexual exploitation and abuse in 2015

172. The Secretary-General indicates that in 2015, 99 new allegations of sexual exploitation or sexual abuse were received from the Secretariat and agencies, funds and programmes of the United Nations system, compared with 80 in 2014. Of the 99 new allegations, 30 were made against United Nations staff members and related personnel other than those deployed in peacekeeping operations and special political missions, comprising 14 in UNHCR, 3 in UNDP, 3 in UNOPS, 7 in UNRWA, 1 in UN-Women and 2 in WFP (see A/70/729, paras. 4 and 5).

173. It is stated in the report that the remaining 69 allegations were reported in 10 peacekeeping missions, compared with 52 allegations in 2014 and 66 in 2013, with higher figures reflected only in 2011 and earlier. The 69 allegations comprise 15 involving staff members or United Nations Volunteers; 38 involving members of military contingents or United Nations military observers; and 16 involving United Nations police officers, members of formed police units and government-provided personnel (see A/70/729, paras. 6 and 22).

174. **The Advisory Committee notes with great concern the number of allegations in 2015 of sexual exploitation and abuse, and urges heightened attention to this issue in order to prevent sexual exploitation and abuse.**

175. The report provides a breakdown of the allegations by peacekeeping mission, as follows: (a) 22 allegations from MINUSCA; (b) 16 from MONUSCO; (c) 9 from MINUSTAH; (d) 6 from UNMIL; (e) 6 from UNOCI; (f) 5 from MINUSMA;

(g) 2 from UNAMID; (h) 1 from UNISFA; (i) 1 from UNFICYP; and (j) 1 recorded for the now-closed UNMIT. The Secretary-General indicates that a significant proportion of the increase in allegations in 2015 can be attributed to MINUSCA, although increases were also reported in MONUSCO, UNOCI and MINUSMA (see A/70/729, paras. 8 and 22). Figure II in the report provides a breakdown of the allegations against uniformed personnel by nationality, which is the first time that the Secretary-General has provided such information in his report. **The Advisory Committee notes that the Secretary-General's report does not cover information about members of non-United Nations forces who are part of a mission operating under a Security Council mandate.**

176. Of the 69 allegations from peacekeeping missions, it is stated that 38 (or 55 per cent) involved the most egregious forms of sexual exploitation and abuse, with 23 (or 33 per cent) relating to sexual activities with minors, and 15 (or 22 per cent) relating to non-consensual sex with persons aged 18 or older (see A/70/729, para. 10). **The Advisory Committee remains extremely concerned about the persistence of allegations related to the most egregious forms of sexual exploitation and abuse, and urges the Secretary-General to strengthen measures to prevent the most egregious forms of sexual exploitation and abuse, and to provide an update to the General Assembly in his next report.**

177. With respect to the investigations into these 69 allegations, it is indicated in the report that 32 allegations were referred to troop-contributing countries for investigation; 27 were referred to the United Nations for investigation; the investigation into 1 was initiated by a police-contributing country; 6 were reviewed by the United Nations and either were found not credible enough to warrant investigation or were still being reviewed; and information on 3 was deemed insufficient to allow for further investigation. It is also indicated that as at 31 January 2016, investigations into 17 allegations received in 2015 had been completed (see A/70/729, paras. 12 and 13). In paragraphs 15-20 of the report, information is provided on the interim measures that have been taken, such as the suspension of payments and repatriation, and on other actions taken, such as the dismissal of staff. The Secretary-General notes that investigations conducted by the United Nations and Member States are being completed more swiftly and that Member States have continued to provide a high level of response concerning requests for the appointment of National Investigation Officers or referrals for actions on substantiated allegations (see A/70/729, paras. 34 and 35).

178. It is stated in the report that, to strengthen investigations, all peacekeeping missions have established standing task forces on sexual exploitation and abuse, and the Secretary-General has adopted a six-month timeline, subject to extenuating circumstances, for United Nations investigative entities to conclude investigations into sexual exploitation and abuse. In addition, OIOS, in cooperation with the Department of Peacekeeping Operations and the Department of Field Support and in consultation with Member States, will develop uniform standards of investigation (see A/70/729, paras. 48, 50 and 52).

179. Concerning the number of staff dedicated to conduct and discipline matters in peacekeeping missions, the Advisory Committee was informed upon enquiry that *there had been 100 conduct and discipline posts in peacekeeping missions as of* March 2016. For conduct and discipline during the 2016/17 period, the Secretary-General proposes an increase of 16 posts in five peacekeeping missions and an

increase of two posts at Headquarters under the support account. The Committee was also informed upon enquiry that, while the number of investigators in missions was deemed sufficient, OIOS continued to assess the locations and expertise of investigators compared with the caseload and was proposing to redeploy investigators from downsizing missions to the missions in the Central African Republic and Mali to ensure that it had a sufficient number of investigators in both countries.

180. **The Advisory Committee is of the view that close attention should be paid to improving the speed of investigations, including ensuring that there are sufficient qualified investigators in peacekeeping missions. The Committee expects that any additional post resources in peacekeeping for 2016/17 for conduct and discipline will strengthen prevention of sexual exploitation and abuse.**

Strengthening measures for protection from sexual exploitation and abuse

181. The Secretary-General indicates that in 2015, a Secretariat-wide communications and public information strategy was developed to support efforts to eliminate sexual exploitation and abuse, with the aim of reinforcing a comprehensive, consistent, strong and unified communications approach across the United Nations system. It is also indicated that key elements of the 2006 standard operating procedures for public information activities on sexual exploitation and abuse were updated and included in the strategy (see A/70/729, para. 41). Upon enquiry, the Advisory Committee was informed that the communications strategy was under review and would be finalized by the second quarter of 2016.

182. It is stated in the report that the Department of Peacekeeping Operations and the Department of Field Support are finalizing a mandatory e-learning programme on sexual exploitation and abuse that will target all categories of personnel, the pilot of which is expected to be rolled out by the second quarter of 2016. In addition, the Secretariat will increase its mobile training teams and will roll out updated core predeployment training materials, including enhanced lessons focused on sexual exploitation and abuse (see A/70/729, paras. 42 and 43).

183. It is also stated in the report that the United Nations continues to expand the means to vet personnel in order to avoid re-engaging the services of any individual who has a history of misconduct while in prior service with the United Nations (see A/70/729, para. 44).

184. The Secretary-General indicates that he intends to develop a community-based complaint reception mechanism to encourage complainants to come forward. The Secretariat has issued a framework to support missions in establishing complaint reception mechanisms, guided by consultations with interested stakeholders (see A/70/729, para. 47).

185. It is stated in the report that the Secretary-General introduced the interim measure of suspension of payments to troop-contributing and police-contributing countries in connection with individuals suspected of sexual exploitation and abuse, on the basis of credible evidence. Where an allegation of sexual exploitation and abuse is substantiated against individuals, any related payments that have been suspended or are otherwise outstanding will not be paid from the date of the

incident. Any payments already made will be charged against future payments to the Member State (see A/70/729, para. 62).

186. With regard to criminal accountability, the Secretary-General is referring cases implicating United Nations officials and experts on mission either to the host State or to the Member State of nationality. Guidance on referrals is being developed for issuance in mid-2016 (see A/70/729, para. 64).

187. It is stated in the report that guidelines are being developed to assess, in the predeployment phase, operational readiness, with a specific focus on the prevention of sexual exploitation and abuse. The existing risk assessment framework will be applied to identify missions considered to be at an increased risk of sexual exploitation and abuse, for which heightened risk mitigation measures will be mandatory (see A/70/729, paras. 70 and 72).

188. The Secretary-General indicates that he is establishing a trust fund to support specialized services required by victims of sexual exploitation and abuse and seeks the agreement of Member States to transfer payments withheld for substantiated sexual exploitation and abuse by any United Nations personnel to the fund. He also states that in the absence of any other immediately available means, timely victim support will be provided through mission budgets, and that in 2015 steps were taken to put in place an interim victim assistance programme. Furthermore, it is stated that, by the second quarter of 2016, the Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises, established by the High-level Committee on Management, is expected to have agreed on outputs, including those related to inter-agency use of the trust fund for victim assistance (see A/70/729, paras. 76, 77, 79 and 81). In paragraph 99 (g) of his report, the Secretary-General requests that the General Assembly approve the transfer of payments withheld in substantiated cases of sexual exploitation and abuse by any United Nations personnel to the trust fund for victims. In paragraph 99 (h), he requests that the Assembly encourage Member States to contribute to the trust fund for victims on a voluntary basis. Upon enquiry, the Advisory Committee was informed that the trust fund had been established as at 28 March 2016 and that Member States had been so informed through notes verbales on 30 March 2016 and had been requested to consider voluntary contributions to the trust fund. **The Advisory Committee considers that more detailed information should be provided to the General Assembly, during its consideration of the Secretary-General's report, on the request in paragraph 99 (g) of the report, including on the possible applicability to United Nations system-wide personnel and on the relevant provisions of the Financial Regulations and Rules of the United Nations.**

External independent review panel on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic

189. In section V of the report are set out the recommendations of the external independent review panel on sexual exploitation and abuse by international peacekeeping forces in the Central African Republic, which found that the manner in which the United Nations had responded to the allegations was seriously flawed. The Secretary-General indicates that he has appointed, for a time-bound period, a special coordinator on improving the United Nations response to sexual exploitation and abuse. He also indicates that a briefing on the recommendations of the panel will be provided to the Fifth Committee of the General Assembly at its second

resumed session, and a comprehensive report provided to the General Assembly no later than the end of its seventieth session (see A/70/729, paras. 84 and 87). **The Advisory Committee looks forward to the comprehensive report of the Secretary-General.**

Action to be taken by the General Assembly

190. In paragraph 98 of the report, the General Assembly is requested to take note of progress made in advancing the Secretary-General's initiatives set out in his previous report (A/69/779) and of new proposals in the present report. In paragraph 99, the Assembly is also requested to approve a series of requests related to actions to be taken in that regard, including actions by Member States.

IV. Conclusion

191. **With regard to the action to be taken by the General Assembly on the overview report, the Advisory Committee recommends that the General Assembly take note of the report of the Secretary-General (A/70/749), subject to its observations and recommendations expressed in the present report.**

Annex I

Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues relating to peacekeeping

Financial report and audited financial statements for the 12-month period from 1 July 2014 to 30 June 2015 and report of the Board of Auditors on United Nations peacekeeping operations (A/70/5 (Vol. II))

Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2015 (A/70/724) and related report of the Advisory Committee (A/70/803)

Reports of the Secretary-General on the budget performance of peacekeeping operations for the period from 1 July 2014 to 30 June 2015, on proposed budgets for the period from 1 July 2016 to 30 June 2017 and on the disposition of assets, received by the Advisory Committee in advance or final form, and the related reports of the Committee, as follows:

MINURCAT	A/70/559
MINURSO	A/70/570
	A/70/696
	A/70/742/Add.3
MINUSCA	A/70/604
	A/70/712
	A/70/742/Add.12
MINUSMA	A/70/592
	A/70/735
	A/70/735/Rev.1
	A/70/742/Add.2
MINUSTAH	A/70/602
	A/70/740
	A/70/742/Add.4
MONUSCO	A/70/613
	A/70/766
	A/70/742/Add.5

UNAMID	A/70/583
	A/70/730
	A/70/742/Add.6
UNDOF	A/70/572
	A/70/695
	A/70/742/Add.1
UNFICYP	A/70/580
	A/70/717
	A/70/742/Add.7
UNIFIL	A/70/571
	A/70/699
	A/70/742/Add.8
UNISFA	A/70/574
	A/70/701
	A/70/742/Add.16
UNLB	A/70/609
	A/70/779
	A/70/742/Add.9
UNMIK	A/70/566
	A/70/707
	A/70/742/Add.10
UNMIL	A/70/595
	A/70/719
	A/70/742/Add.11
UNMISS	A/70/599
	A/70/791
	A/70/742/Add.15
UNMIT	A/70/560
UNOCI	A/70/586
	A/70/753
	A/70/742/Add.13

UNSMIS	A/70/564
UNSOS/UNSOA	A/70/587
	A/70/773
	A/70/742/Add.14
	A/70/754
Regional Service Centre at Entebbe, Uganda	A/70/742/Add.17
Support account for peacekeeping operations	A/70/612
	A/70/612/Add.1
	A/70/751
	A/70/837

Other reports of the Secretary-General concerning peacekeeping and related reports of the Advisory Committee:

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2014 to 30 June 2015 and budget for the period from 1 July 2016 to 30 June 2017	A/70/749
Updated financial position of closed peacekeeping missions as at 30 June 2015	A/70/552
	A/70/829
Special measures for protection from sexual exploitation and sexual abuse	A/70/729

Annex II

Redeployment in peacekeeping missions among and between personnel and operating costs for the periods 2014/15 and 2015/16, as at 31 December 2015

(Thousands of United States dollars and percentage of apportionment)

	MINURSO				*MINUSCA*				*MINUSMA*			
	2014/15		*2015/16*		*2014/15*		*2015/16*		*2014/15*		*2015/16*	
	Amount	*Percentage*	*Amount*	*Percentage*	*Amount*	*Percentage*	*Amount*	*Percentage*	*Amount*	*Percentage*	*Amount*	*Percentage*
I. Military and police personnel												
1. Military observers	–	–	–	–	(3 964.4)	-0.6	(750.0)	-0.1	–	–	959.4	–
2. Military contingents	199.0	9.5	–	–	4 379.3	0.7	5 200.0	0.6	(7 975.3)	-2.7	(959.4)	-0.3
3. United Nations police	(4.0)	-0.2	–	–	(5 968.0)	-0.9	–	–	(3 985.8)	-29.6	(16.0)	-0.1
4. Formed police units	–	–	–	–	(9 414.2)	-1.5	3 550.0	0.4	(3 983.8)	-12.5	16.0	0.1
Total, group I	**195.0**	**2.7**	**–**	**–**	**(14 967.3)**	**-2.4**	**8 000.0**	**1.0**	**(15 944.9)**	**-4.7**	**–**	**–**
II. Civilian personnel												
5. International staff	770.0	36.9	–	–	8 692.9	1.4	(7 880.0)	-1.0	4 519.4	4.4	–	–
6. National staff	(965.0)	-46.3	–	–	(1 782.6)	-0.3	–	–	(403.0)	-3.4	–	–
7. United Nations Volunteers	–	–	–	–	(900.9)	-0.1	2 000.0	0.2	(870.8)	-14.8	–	–
8. General temporary assistance	–	–	–	–	4 885.9	0.8	–	–	237.8	81.1	–	–
9. Government-provided personnel	–	–	–	–	–	–	1 000.0	0.1	(176.0)	-65.6	–	–
Total, group II	**(195.0)**	**-0.1**	**–**	**–**	**10 895.3**	**1.7**	**(4 880.0)**	**-0.6**	**3 307.5**	**2.7**	**–**	**–**
III. Operational costs												
10. Civilian electoral observers	–	–	–	–	50.0	–	–	–	–	–	–	–
11. Consultants	7.0	0.3	20.0	12.6	629.4	0.1	793.5	0.1	1 445.4	278.4	15.5	2.2
12. Official travel	–	–	20.0	12.6	2 928.8	0.5	270.0	0.0	2 214.8	63.6	543.4	10.4
13. Facilities and infrastructure	(154.0)	-7.4	–	–	2 818.9	0.4	(26 938.0)	-3.3	15 055.3	7.5	(4 068.1)	-2.8
14. Ground transportation	57.0	2.7	100.0	63.1	5 172.4	0.8	4 093.6	0.5	1 512.4	7.0	(212.7)	-1.0
15. Air transportation	(560.0)	-26.9	–	–	(26 853.4)	-4.3	471.8	0.1	(19 614.3)	-15.3	(523.6)	-0.3
16. Naval transportation	–	–	–	–	648.4	0.1	255.3	0.0	2 031.7	487.0	–	–

	MINURSO				MINUSCA				MINUSMA			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
17. Communications	(401.0)	-19.2	(108.5)	-68.5	7 870.8	1.3	(113.1)	0.0	(11 098.0)	-49.6	(527.3)	-3.1
18. Information technology	542.0	26.0	8.5	5.4	13 277.6	2.1	6 363.0	0.8	5 833.3	35.1	1 147.3	6.8
19. Medical	–	–	10.0	6.3	3 024.9	0.5	12.3	0.0	2 307.0	85.9	–	–
20. Special equipment	–	–	–	–	–	–	–	–	–	–	–	–
21. Other supplies, services and equipment	509.0	24.4	(50.0)	-31.5	(5 495.8)	-0.9	11 671.6	1.4	12 940.2	23.8	3 625.5	4.2
22. Quick-impact projects	–	–	–	–	–	–	–	–	9.6	0.3	–	–
Total, group III	**–**	**–**	**–**	**–**	**4 072.0**	**0.6**	**(3 120.0)**	**-0.4**	**12 637.3**	**2.8**	**–**	**–**

	MINUSTAH				MONUSCO				UNAMID			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
I. Military and police personnel												
1. Military observers	–	–	–	–	(1 263.9)	-2.8	–	–	(146.0)	-1.6	–	–
2. Military contingents	20 510.1	4.1	(288.5)	-0.1	419.9	0.1	–	–	11 046.0	2.6	–	–
3. United Nations police	(9 015.0)	-1.8	600.0	0.2	(892.6)	-4.1	–	–	7 248.0	12.4	–	–
4. Formed police units	2 903.6	0.6	223.8	0.1	(823.7)	-3.4	–	–	732.0	1.2	–	–
Total, group I	**14 398.7**	**2.9**	**535.3**	**0.1**	**(2 560.3)**	**-0.4**	**–**	**–**	**18 880.0**	**3.4**	**–**	**–**
II. Civilian personnel												
5. International staff	–	–	(19.5)	–	4 391.9	2.4	–	–	13 109.0	6.7	–	–
6. National staff	–	–	0.0	–	1 617.6	1.4	–	–	10 860.0	18.0	–	–
7. United Nations Volunteers	–	–	19.5	–	2 355.8	10.6	–	–	2 558.0	19.6	–	–
8. General temporary assistance	65.0	8.5	–	–	192.1	2.0	–	–	350.0	11.6	–	–
9. Government-provided personnel	–	–	–	–	(402.0)	-8.0	–	–	32.0	9.5	–	–
Total, group II	**65.0**	**–**	**–**	**–**	**8 155.4**	**2.4**	**–**	**–**	**26 909.0**	**9.9**	**–**	**–**

	MINUSTAH				MONUSCO				UNAMID			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
III. Operational costs												
10. Civilian electoral observers	–	–	–	–	–	–	–	–	–	–	–	–
11. Consultants	(438.0)	-0.1	10.0	0.0	(74.7)	-13.6	732.7	57.3	173.0	49.9	–	–
12. Official travel	430.1	0.1	(563.3)	-0.1	1 066.0	12.6	–	–	2 141.0	41.8	213.0	4.6
13. Facilities and infrastructure	(21 975.9)	-4.4	450.6	0.1	2 962.7	3.6	(732.7)	-0.9	(2 755.0)	-3.0	364.0	0.4
14. Ground transportation	(548.2)	-0.1	–	–	(244.9)	-1.1	–	–	28.0	0.2	14.0	0.1
15. Air transportation	(2 400.0)	-0.5	–	–	(15 046.6)	-6.4	–	–	(41 784.0)	-33.2	(385.0)	-0.4
16. Naval transportation	0.0	0.0	(138.1)	–	245.1	18.9	–	–	320.0	–	–	–
17. Communications	(4 434.6)	-0.9	74.4	–	1 007.1	4.1	(91.3)	-0.4	(4 243.0)	-16.6	(441.0)	-1.7
18. Information technology	2 503.4	0.5	(386.9)	-0.1	7 890.7	46.9	91.3	0.5	2 835.0	15.4	249.0	1.5
19. Medical	(327.1)	-0.1	–	–	1 727.0	123.7	–	–	491.0	46.2	0.0	0.0
20. Special equipment	–	–	–	–	–	–	–	–	–	–	–	–
21. Other supplies, services and equipment	45.0	–	18.0	–	(5 127.5)	-12.5	–	–	(2 995.0)	-8.5	(14.0)	-0.1
22. Quick-impact projects	12 681.6	2.5	–	–	–	–	–	–	–	–	–	
Total, group III	**(14 463.7)**	**-2.9**	**(535.3)**	**-0.1**	**(5 595.1)**	**-1.3**	**–**	**–**	**45 789.0**	**14.2**	**–**	**–**

	UNFICYP				UNDOF				UNIFIL			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
I. Military and police personnel												
1. Military observers	–	–	–	–	–	–	–	–	(8 390.6)	-1.6	(2 701.4)	-0.5
2. Military contingents	300.0	0.5	–	–	(6 442.0)	-10.0	(2 325.0)	-4.3	–	–	–	–
3. United Nations police	300.0	0.5	–	–	–	–	–	–	–	–	–	–
4. Formed police units	–	–	–	–	–	–	–	–	–	–	–	–
Total, group I	**600.0**	**1.0**	**–**	**–**	**(6 442.0)**	**-10.0**	**(2 325.0)**	**-4.3**	**(8 390.6)**	**-1.6**	**(2 701.4)**	**-0.5**

	UNFICYP				UNDOF				UNIFIL			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
II. Civilian personnel												
5. International staff	40.0	0.1	–	–	(415.0)	-0.6	460.0	0.8	3 175.0	0.6	–	–
6. National staff	(640.0)	-1.1	–	–	385.0	0.6	–	–	3 290.0	0.6	–	–
7. United Nations Volunteers	–	–	–	–	–	–	–	–	–	–	–	–
8. General temporary assistance	–	–	–	–	(197.0)	-0.3	140.0	0.3	–	–	–	–
9. Government-provided personnel	–	–	–	–	–	–	–	–	–	–	–	–
Total, group II	**(600.0)**	**-1.0**	**–**	**–**	**(227.0)**	**-0.3**	**600.0**	**1.1**	**6 465.0**	**1.3**	**–**	**–**
III. Operational costs												
10. Civilian electoral observers	–	–	–	–	–	–	–	–	–	–	–	–
11. Consultants	(6.0)	–	223.4	0.4	6.0	–	–	–	(16.0)	–	50.0	–
12. Official travel	–	–	0.0	–	460.0	0.7	95.0	0.2	229.9	–	70.8	–
13. Facilities and infrastructure	735.0	1.3	(204.5)	-0.4	3 662.0	5.7	1 584.1	2.9	(5 285.2)	-1.0	(1 224.3)	-0.2
14. Ground transportation	(18.0)	–	–	–	1 330.0	2.1	(5.0)	0.0	(246.3)	–	(170.0)	–
15. Air transportation	(311.0)	-0.5	–	–	–	–	–	–	(14.1)	–	–	–
16. Naval transportation	(4.3)	–	(21.9)	–	133.0	0.2	74.3	0.1	5 949.6	1.2	2 470.0	0.5
17. Communications	(30.0)	-0.1	4.3	0.6	217.0	0.3	(130.8)	-0.2	–	–	1 352.4	0.3
18. Information technology	(135.2)	-0.2	(4.3)	(0.4)	500.0	0.8	(142.6)	-0.3	1 191.3	0.2	17.6	–
19. Medical	(200.0)	-0.3	–	–	–	–	–	–	–	–	–	–
20. Special equipment	–	–	–	–	–	–	–	–	–	–	–	–
21. Other supplies, services and equipment	(30.5)	-0.1	3.0	–	362.0	0.6	250.0	0.5	116.4	–	134.9	–
22. Quick-impact projects	–	–	–	–	–	–	–	–	–	–	–	–
Total, group III	**–**	**–**	**–**	**–**	**6 669.0**	**10.4**	**1 725.0**	**3.2**	**1 925.6**	**0.4**	**2 701.4**	**0.5**

	UNISFA				UNMIK				UNMIL			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
I. Military and police personnel												
1. Military observers	(1 330.0)	-17.9	–	–	–	–	–	–	(500.0)	-6.9	–	–
2. Military contingents	750.0	0.6	–	–	–	–	–	–	(500.0)	-0.4	–	–
3. United Nations police	306.0	32.5	–	–	–	–	–	–	(2 251.0)	-8.4	–	–
4. Formed police units	–	–	–	–	–	–	–	–	1051.0	3.3	–	–
Total, group I	**(274.0)**	**-0.2**	**–**	**–**	**–**	**–**	**–**	**–**	**(2 200.0)**	**-1.1**	**–**	**–**
II. Civilian personnel												
5. International staff	(123.0)	-0.5	–	–	–	–	–	–	(3 115.0)	-3.5	–	–
6. National staff	115.4	6.9	–	–	(334.8)	-3.1	–	–	3 720.0	21.3	–	–
7. United Nations Volunteers	(18.0)	-1.7	–	–	–	–	–	–	350.0	2.8	–	–
8. General temporary assistance	300.0	21.5	–	–	–	–	–	–	2 200.0	2 444.4	–	–
9. Government-provided personnel	–	–	–	–	–	–	–	–	(255.0)	-15.8	–	–
Total, group II	**274.4**	**0.9**	**–**	**–**	**(334.8)**	**-1.0**	**–**	**–**	**2 900.0**	**2.4**	**–**	**–**
III. Operational costs												
10. Civilian electoral observers	–	–	–	–	–	–	–	–	–	–	–	–
11. Consultants	14.0	70.0	11.0	46.2	(8.0)	-3.5	36.0	18.2	14.0	2.9	–	–
12. Official travel	53.0	4.1	91.3	7.4	(49.5)	-11.0	(16.0)	-4.9	–	–	–	–
13. Facilities and infrastructure	8 689.0	19.2	(378.0)	-1.7	608 7	21.8	–	–	(6 739.2)	-20.0	–	–
14. Ground transportation	(1 062.0)	-10.3	–	–	(235.0)	-53.2	–	–	(2 387.0)	-16.9	–	–
15. Air transportation	(9 476.0)	-19.7	–	–	–	–	–	–	4 422.0	15.0	–	–
16. Naval transportation	355.0	–	–	–	–	–	–	–	–	–	–	–
17. Communications	85.0	1.3	292.4	8.3	(167.0)	-10.7	(152.3)	-11.5	(910.0)	-13.8	(58.0)	-1.1
18. Information technology	640.0	12.8	(5.7)	-0.1	121.8	8.3	(202.7)	-11.5	1 076.8	18.2	58.0	1.1
19. Medical	–	–	–	–	(9.9)	-12.5	–	–	1 074.3	92.0	–	–
20. Special equipment	–	–	–	–	–	–	–	–	–	–	–	–

	UNISFA				UNMIK				UNMIL			
	2014/15		2015/16		2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
21. Other supplies, services and equipment	702.0	2.3	(11.0)	–	74.0	13.8	335.0	48.5	2 749.1	94.6	–	–
22. Quick-impact projects	–	–	–	–	(0.3)	-0.1	–	–	–	–	–	–
Total, group III	–	–	–	–	**334.8**	**4.2**	–	–	**(700.0)**	**-0.7**	–	–

	UNMISS				UNOCI			
	2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
I. Military and police personnel								
1. Military observers	1 495.0	21.0	–	–	(600.0)	-5.9	–	–
2. Military contingents	(7 203.0)	-1.8	–	–	1 902.0	1.0	(1 605.9)	-1.0
3. United Nations police	4 816.0	17.1	–	–	(2 112.0)	-8.6	–	–
4. Formed police units	892.0	4.9	–	–	–	–	1 605.9	5.5
Total, group I	–	–	–	–	**(810.0)**	**-0.3**	–	–
II. Civilian personnel								
5. International staff	590.0	0.3	–	–	(3 533.1)	-4.9	–	–
6. National staff	2 000.0	4.8	–	–	5 213.1	24.6	–	–
7. United Nations Volunteers	315.0	1.6	–	–	(680.0)	-9.0	–	–
8. General temporary assistance	(1 805.0)	-27.0	–	–	–	–	–	–
9. Government-provided personnel	(1 100.0)	-84.9	–	–	(1 000.0)	-54.5	–	–
Total, group II	–	–	–	–	–	–	–	–
III. Operational costs								
10. Civilian electoral observers	–	–	–	–	–	–	–	–
11. Consultants	(124.0)	-14.9	–	–	(223.5)	-37.1	–	–
12. Official travel	2 050.0	32.8	–	–	(7.0)	-0.2	(2.8)	-0.1
13. Facilities and infrastructure	2 901.0	2.3	5 166.0	4.8	(3 357.5)	-9.8	(50.0)	-0.2
14. Ground transportation	5 846.0	28.5	(4 824.0)	-22.5	778.4	11.0	–	–

	UNMISS				UNOCI			
	2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
15. Air transportation	(10 280.0)	-7.5	44.0	–	(591.6)	-1.6	–	–
16. Naval transportation	(510.0)	-22.1	–	–	23.1	379.3	–	–
17. Communications	2 831.0	19.9	(339.0)	-2.4	(1 677.0)	-20.9	531.0	10.8
18. Information technology	1 710.0	10.1	(24.0)	-0.1	3 370.0	62.2	(481.0)	-9.7
19. Medical	(1 819.0)	-64.0	–	–	–	–	(16.3)	-1.3
20. Special equipment	–	–	–	–	–	–	–	–
21. Other supplies, services and equipment	(2 605.0)	-3.4	(23.0)	–	2 495.1	7.8	19.1	0.1
22. Quick-impact projects	–	–	–	–	–	–	–	–
Total, group III	**–**	**–**	**–**	**–**	**810.0**	**0.6**	**–**	**–**

	UNSOS				UNLB			
	2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
I. Military and police personnel								
1. Military observers	–	–	–	–	–	–	–	–
2. Military contingents	(1 769.2)	1.6	–	–	–	–	–	–
3. United Nations police	(239.3)	81.7	–	–	–	–	–	–
4. Formed police units	78.0	3.0	–	–	–	–	–	–
Total, group I	**(1 930.5)**	**1.7**	**–**	**–**	**–**	**–**	**–**	**–**
II. Civilian personnel								
5. International staff	(2 971.9)	6.3	–	–	344.0	1.5	–	–
6. National staff	1 550.0	26.7	–	–	(510.3)	-2.4	(600.0)	-3.2
7. United Nations Volunteers	(121.3)	18.5	–	–	–	–	–	–
8. General temporary assistance	68.0	31.8	–	–	20.0	1.7	600.0	32.4
9. Government-provided personnel	–	–	–	–	–	–	–	–
Total, group II	**(1 475.2)**	**2.7**	**–**	**–**	**(146.3)**	**-0.3**	**–**	**–**

	UNSOS				UNLB			
	2014/15		2015/16		2014/15		2015/16	
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage
III. Operational costs								
10. Civilian electoral observers	–	–	–	–	–	–	–	–
11. Consultants	(665.0)	33.6	–	–	–	–	–	–
12. Official travel	1 453.0	59.2	750.0	31.1	–	–	–	–
13. Facilities and infrastructure	5 460.7	5.8	(36.1)	–	461.3	6.4	1.2	–
14. Ground transportation	(105.7)	0.2	(100.6)	0.2	(12.0)	-2.1	–	–
15. Air transportation	10 060.3	21.3	–	–	–	–	–	–
16. Naval transportation	(180.0)	32.0	(750.0)	62.8	–	–	–	–
17. Communications	(11 551.9)	34.0	(263.9)	0.9	(450.5)	-6.5	–	–
18. Information technology	4 324.2	34.5	(99.7)	0.7	135.2	1.7	–	–
19. Medical	(514.0)	2.7	–	–	(49.3)	-14.1	–	–
20. Special equipment	–	–	–	–	–	–	–	–
21. Other supplies, services and equipment	(4 876.0)	7.2	500.0	0.7	61.6	6.4	(1.2)	-0.1
22. Quick-impact projects	–	–	–	–	–	–	–	–
Total, group III	**3 405.7**	**1.1**	**–**	**–**	**146.3**	**0.6**	**–**	**–**

Annex III

Cost apportionments for cross-cutting initiatives for the periods 2015/16 and 2016/17

(Thousands of United States dollars)

Category	*Mission budgets*	*Support account*	*UNLB*	*Total*
2015/16				
1. Support costs for Umoja implementation in peacekeeping missions				
(a) Mission support	28 532.3	–	–	28 532.3
(b) Headquarters deployment teams	2 269.2	–	–	2 269.2
(c) UNLB deployment teams	745.7	–	–	745.7
(d) Decommissioning of Galileo	–	–	–	–
2. Umoja deployment recurrent costs	–	–	–	–
3. Information and communications technology applications	1 644.1	1 782.5	–	3 426.6
4. Supply chain management: multi-year project (phases 1 and 2)	–	1 600.0	–	1 600.0
5. Field posts classification exercise: Headquarters teams	1 859.0	–	–	1 859.0
6. Rapid Environment and Climate Technical Assistance Facility project	–	–	–	–
Total	**35 050.3**	**3 382.5**	**–**	**38 432.8**
2016/17				
1. Support costs for Umoja implementation in peacekeeping missions				
(a) Mission support	2 550.0	–	–	2 550.0
(b) Headquarters deployment teams	2 428.0	–	–	2 428.0
(c) UNLB deployment teams	266.2	–	–	266.2
(d) Decommissioning of Galileo	974.4	–	–	974.4
2. Umoja deployment recurrent costs	–	–	16 802.3	16 802.3
3. Information and communications technology applications	–	1 671.2	1 614.4	3 285.6
4. Supply chain management: multi-year project (phases 1 and 2)	–	1 560.2	–	1 560.2
5. Field posts classification exercise: Headquarters teams	519.9	–	–	519.9
6. Rapid Environment and Climate Technical Assistance Facility project	2 489.3	–	–	2 489.3
Total	**9 227.8**	**3 231.4**	**18 416.7**	**30 875.9**

Annex IV

Breakdown of requirements requested under the "Other supplies, services and equipment" class of expenditure for the period 2016/17

(Thousands of United States dollars)

	MINURSO	*MINUSCA*	*MINUSMA*	*MINUSTAH*	*MONUSCO*	*UNAMID*
Welfare	42.8	583.3	125.3	–	–	50.4
Mine detection and mine clearing services	3 264.6	–	55 000.0	–	2 834.1	8 246.5
Mine detection and mine clearing supplies	–	–	–	–	–	–
Operational maps	–	–	–	9.0	–	–
Uniforms, badges and gear	77.8	1 456.7	851.4	462.2	1 299.9	738.5
Training fees, supplies and services	32.0	1 346.5	1 238.4	421.5	793.3	1 976.4
Official functions	6.0	–	20.0	20.0	50.0	17.5
Other hospitality	1.0	50.0	7.0	20.0	–	12.0
External audit	137.4	203.0	203.0	530.2	596.6	408.2
General insurance	–	50.0	35.0	–	146.2	85.0
Bank charges	50.0	1 200.0	65.0	100.0	3 557.4	6 405.1
Claims/write-offs/adjustments	–	50.0	47.0	160.0	51.7	378.5
Other freight and related costs	417.9	14 476.8	12 606.4	865.6	16 015.0	3 427.7
Rations, other	411.4	309.0	–	–	14 938.4	143.4
Loss on exchange	–	–	–	–	–	–
Other services	44.7	25 289.0	12 444.6	9 474.3	23 915.2	8 623.2
Total	**4 539.6**	**45 014.3**	**82 643.1**	**12 062.8**	**64 199.8**	**30 512.4**

	UNDOF	*UNFICYP*	*UNIFIL*	*UNISFA*	*UNMIK*	*UNMIL*
Welfare	24.4	65.2	129.7	312.8	–	–
Mine detection and mine clearing services	–	1 949.4	1 500.1	20 293.1	–	–
Mine detection and mine clearing supplies	3.5	–	–	–	–	–
Operational maps	–	–	–	–	–	20.0
Uniforms, badges and gear	114.3	48.0	239.6	334.5	50.2	113.2
Training fees, supplies and services	74.0	31.2	438.2	140.0	69.0	363.8
Official functions	5.0	11.3	3.0	13.0	7.3	24.8
Other hospitality	–	–	3.0	50.0	–	–
External audit	138.0	151.2	273.6	132.2	277.3	393.8
General insurance	8.0	8.0	51.6	74.0	17.3	86.6
Bank charges	40.0	7.0	85.0	185.0	40.0	1 056.5
Claims/write-offs/adjustments	2.0	15.2	100.0	–	–	50.0
Other freight and related costs	535.7	247.3	852.4	4 875.2	364.5	1 030.1
Rations, other	–	–	83.1	251.4	8.2	63.9
Loss on exchange	–	–	–	–	–	–
Other services	206.0	144.2	2 131.5	1 786.7	389.8	3 791.2
Total	**1 128.8**	**2 678.0**	**5 890.8**	**28 447.9**	**1 223.6**	**6 993.9**

	UNMISS	*UNOCI*	*UNSOS*	*UNLB*	*Regional Service Centre at Entebbe Uganda*
Welfare	367.0	28.0	187.9	–	–
Mine detection and mine clearing services	40 731.9	5 225.0	48 900.0	–	–
Mine detection and mine clearing supplies	–	–	–	–	–
Operational maps	–	–	–	–	–
Uniforms, badges and gear	1 228.1	218.4	221.0	12.7	–
Training fees, supplies and services	1 288.4	394.6	378.9	468.3	76.3
Official functions	50.0	52.0	12.0	4.0	34.0
Other hospitality	50.0	16.0	–	3.1	–
External audit	390.9	371.5	198.7	196.4	34.4
General insurance	79.6	72.0	–	50.3	–
Bank charges	3 200.0	310.0	99.7	20.0	39.6
Claims/write-offs/adjustments	40.0	–	–	2 500.0	16.4
Other freight and related costs	11 250.1	3 811.4	21 107.7	206.1	568.9
Rations, other	28.9	328.5	34.9	–	18.0
Loss on exchange	–	–	–	–	–
Other services	8 085.8	2 541.0	4 937.6	327.8	98.9
Total	**66 790.7**	**13 368.4**	**76 078.4**	**3 788.7**	**886.5**

Annex V

Aircraft capacity utilization in peacekeeping missions, July-December 2015

A. Passenger capacity utilization

					July 2015			August 2015			September 2015			October 2015		
Type of aircraft	*Mission*	*Type of agreement*	*Aircraft*	*Aircraft passenger capacity*	*Number of passengers*	*Number of flights*	*Average number of passengers per flight*	*Number of passengers*	*Number of flights*	*Average number of passengers per flight*	*Number of passengers*	*Number of flights*	*Average number of passengers per flight*	*Number of passengers*	*Number of flights*	*Average number of passengers per flight*
Fixed wing	MINURSO	Com	An-26	40	473	95	5	535	82	7	545	78	7	580	84	7
	UNOCI	Com	B-1900D	19	1 058	120	9	1 124	121	9	1 119	146	8	775	111	7
			Learjet 60	8	138	37	4	108	25	4	93	21	4	97	27	4
	UNAMA	Com	B-1900D	19	275	43	6	425	77	6	561	79	7	741	98	8
			DHC-7	48	284	43	7	–	–	–	–	–	–	–	–	–
			Learjet 55	8	124	35	4	111	30	4	–	–	–	–	–	–
			Learjet 60	8	–	–	–	–	–	–	128	27	5	165	39	4
	UNAMI	Com	B-1900D	19	–	–	–	6	4	2	285	55	5	361	63	6
			Learjet 60	8	207	55	4	303	81	4	33	10	3	37	16	2
	UNAMID	Com	CRJ-200	50	1 149	33	35	1 329	43	31	526	15	35	1 544	45	34
			Let 410	19	921	96	10	1 525	141	11	1 501	128	12	1 196	108	11
			ATR-72	68	659	22	30	1 460	38	38	1 036	31	33	528	18	29
			B-737-400	130	3 084	35	88	2 107	30	70	3 316	42	79	4 540	54	84
	UNMIL	Com	B-1900D	19	476	58	8	63	14	5	451	65	7	59	12	5
			DHC-7	48	1 370	82	17	784	54	15	1 304	67	19	1 364	55	25
	UNOWA	Com	Learjet 60	8	22	11	2	27	17	2	38	20	2	17	12	1
	MONUSCO	Com	An-26	40	1	59	–	–	58	–	2	36	–	–	12	–
			B-1900D	19	2 763	232	12	2 918	228	13	2 829	221	13	2 847	225	13
			CRJ-200	50	3 261	145	22	2 705	92	29	2 787	105	27	2 154	66	33
			L-100	92	1 011	127	8	868	120	7	219	59	4	198	59	3
			SAAB 340B	36	1 073	81	13	1 744	106	16	1 787	102	18	2 212	118	19
		Mil	C-130 Hercules	90	2 040	61	33	1 609	38	42	1 242	46	27	508	33	15
	UNISFA	Com	B-1900D	19	335	46	7	261	37	7	299	37	8	292	38	8
			CRJ-200	50	819	43	19	952	52	18	1 223	46	27	1 223	47	26
			DHC-8	37	170	14	12	15	8	2	265	19	14	225	15	15

November 2015			December 2015			Total, July-December			
Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Passengers	Flights	Passengers per flight	Average capacity utilization per flight (percentage)
469	74	6	563	95	6	3 165	508	6	15.6
1 182	135	9	715	98	7	5 973	731	8	43.0
132	28	5	51	14	4	619	152	4	50.9
594	98	6	432	84	5	3 028	479	6	33.3
–	–	–	–	–	–	284	43	7	13.8
–	–	–	–	–	–	235	65	4	45.2
144	29	5	94	24	4	531	119	4	55.8
321	47	7	260	49	5	1 233	218	6	29.8
189	45	4	119	47	3	888	254	3	43.7
1 919	58	33	1 332	48	28	7 799	242	32	64.5
737	66	11	911	100	9	6 791	639	11	55.9
1 198	38	32	1 438	48	30	6 319	195	32	47.7
3 879	48	81	5 113	62	82	22 039	271	81	62.6
81	24	3	125	29	4	1 255	202	6	32.7
1 432	58	25	1 245	57	22	7 499	373	20	41.9
64	2	32	63	29	2	231	91	3	31.7
–	69	–	1	71	–	4	305	–	–
2 437	205	12	2 500	223	11	16 294	1 334	12	64.3
2 226	69	32	1 966	75	26	15 099	552	27	54.7
–	11	–	2	14	–	2 298	390	6	6.4
2 000	108	19	2 082	108	19	10 898	623	17	48.6
2 625	56	47	1 032	63	16	9 056	297	30	33.9
257	33	8	198	27	7	1 642	218	8	39.6
1 418	48	30	1 217	46	26	6 852	282	24	48.6
291	26	11	336	42	8	1 302	124	11	28.4

Type of aircraft	Mission	Type of agreement	Aircraft	Aircraft passenger capacity	July 2015			August 2015			September 2015			October 2015		
					Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight
	UNMISS	Com	An-26	40	–	–	–	–	–	–	–	–	–	–	6	–
			CRJ-200	50	1 070	37	29	2 290	70	33	1 869	56	33	2 120	61	35
			DHC-8	37	1 046	46	23	728	39	19	697	38	18	1 238	61	20
			Learjet 55	8	19	10	2	40	13	3	37	23	2	37	23	2
			Let 410	19	651	73	9	771	68	11	649	60	11	343	47	7
			Learjet 60	8	–	–	–	–	–	–	–	–	–	–	–	–
			L-382	•	2	51	–	–	58	–	–	69	–	–	57	–
			ATR-72	68	1 068	38	28	1 707	58	29	1 964	64	31	2 023	58	35
	UNSMIL	Com	B-1900D	19	76	12	6	98	27	4	54	10	5	32	4	8
	MINUSMA	Com	AN-74	52	3 091	136	23	2 136	107	20	2 319	77	30	3 520	108	33
			SAAB 340B	33	1 416	88	16	1 761	95	19	2 165	112	19	1 911	106	18
			CL-604	9	149	18	8	120	22	5	102	20	5	93	16	6
			L-382G	•	–	–	–	–	–	–	7	25	–	4	30	–
		Mil	CASA 295	71	1 056	55	19	478	44	11	682	26	26	–	–	–
	MINUSCA	Com	AN-74	52	515	50	10	468	58	8	969	87	11	1 616	91	18
			DHC-7	48	555	50	11	371	31	12	–	–	–	–	–	–
			Let 410	19	409	55	7	239	42	6	350	42	8	235	42	6
	UNSOS	Com	B-737	130	2 504	63	40	2 488	60	41	2 021	52	39	2 317	58	40
			DHC-7	48	403	35	12	531	36	15	406	39	10	604	40	15
			DHC-8	37	450	31	15	718	42	17	938	53	18	1 001	51	20
			L-382	•	51	81	1	122	63	2	38	34	1	49	14	4
Rotary wing	MINURSO	Com	Mi-8MTV	22	335	119	3	383	118	3	392	119	3	487	147	3
	MINUSTAH	Com	Mi-8MTV	22	1 243	135	9	1 107	122	9	1 486	138	11	1 088	113	10
		Mil	Mi-17	20	–	–	–	–	–	–	38	4	10	930	144	6
			Bell UH-1H Huey	12	411	182	2	247	95	3	230	91	3	57	80	1
	UNOCI	Com	Mi-8MTV	22	182	63	3	355	73	5	201	46	4	261	76	3
		Mil	Mi-17	20	199	137	1	272	93	3	312	122	3	313	145	2
			Mi-24	8	4	38	–	–	25	–	–	18	–	–	42	–
	UNAMA	Com	Mi-8MTV	22	364	81	4	779	148	5	540	105	5	645	111	6
	UNAMID	Com	Mi-8MTV	22	5 504	612	9	9 088	1 031	9	7 861	857	9	7 894	906	9

November 2015			December 2015			Total, July-December			
Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Passengers	Flights	Passengers per flight	Average capacity utilization per flight (percentage)
–	72	–	–	87	–	–	165	–	–
2 021	56	36	2 273	70	32	11 643	350	33	66.5
1 176	50	24	1 185	54	22	6 070	288	21	57.0
47	18	3	–	–	–	180	87	2	25.9
730	72	10	530	63	8	3 674	383	10	50.5
–	–	–	82	27	3	82	27	3	38.0
–	37	–	–	48	–	2	320	–	*
2 195	61	36	1 533	48	32	10 490	327	32	47.2
88	11	8	99	10	10	447	74	6	31.8
3 353	110	30	2 123	65	33	16 542	603	27	52.8
950	65	15	2 026	113	18	10 229	579	18	53.5
115	17	7	116	19	6	695	112	6	68.9
1	12	–	8	17	–	20	84	–	*
815	33	25	1 499	48	31	4 530	206	22	31.0
1 578	99	16	1 015	102	10	6 161	487	13	24.3
–	–	–	–	–	–	926	81	11	23.8
394	53	7	332	51	7	1 959	285	7	36.2
2 584	51	51	1 959	41	48	4 543	92	49	38.0
559	45	12	578	41	14	1 137	86	13	27.5
474	28	17	1 531	47	33	2 005	75	27	72.3
348	52	7	86	59	1	434	111	4	*
368	132	3	379	129	3	2 344	764	3	13.9
773	67	12	–	–	–	5 697	575	10	45.0
790	94	8	1 666	195	9	3 424	437	8	39.2
86	45	2	89	76	1	1 120	569	2	16.4
470	74	6	252	45	6	1 721	377	5	20.7
383	148	3	297	128	2	1 776	773	2	11.5
2	33	–	4	36	–	10	192	–	0.7
251	67	4	352	87	4	2 931	599	5	22.2
8 933	990	9	7 257	833	9	46 537	5 229	9	40.5

Type of aircraft	Mission	Type of agreement	Aircraft	Aircraft passenger capacity	July 2015			August 2015			September 2015			October 2015		
					Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight	Number of passengers	Number of flights	Average number of passengers per flight
	UNFICYP	Mil	Bell-212	14	106	52	2	111	52	2	80	37	2	169	87	2
			H-500	3	21	26	1	75	90	1	51	44	1	107	91	1
	UNIFIL	Com	Mi-8MTV	22	502	68	7	635	68	9	370	67	6	454	78	6
		Mil	Bell-212	20	300	79	4	381	89	4	333	124	3	289	82	4
	UNMIL	Com	Mi-8MTV	22	578	150	4	348	83	4	300	106	3	512	125	4
		Mil	Mi-8MTV	22	309	132	2	220	73	3	118	76	2	341	129	3
	MONUSCO	Com	Mi-8MTV	22	2 310	365	6	2 612	341	8	2 323	328	7	2 872	332	9
			S-61N	30	79	23	3	161	22	7	374	46	8	205	24	9
		Mil	Mi-17	22	1 249	224	6	1 691	269	6	1 038	190	5	651	128	5
			Mi-8MTV	22	1 194	164	7	1 733	290	6	2 058	318	6	1 711	341	5
			Oryx (Modified Puma)	16	1 348	252	5	1 883	317	6	1 035	206	5	1 445	263	5
			AS-330 Puma	20	876	192	5	753	152	5	830	181	5	593	180	3
			Bell-212	14	149	131	1	85	89	1	131	161	1	256	154	2
			Mi-24	80	7	84	–	10	115	–	37	60	1	34	78	–
			Rooivalk	–	–	2	–	–	35	–	–	30	–	–	29	–
	UNISFA	Com	Mi-8MTV	22	1 407	150	9	870	132	7	824	112	7	1 038	134	8
		Mil	Mi-17	20	1 156	117	10	587	113	5	751	112	7	705	116	6
	UNMISS	Com	Mi-26	80	–	104	–	3	120	–	1	69	–	–	85	–
			Mi-8MTV	22	4 394	472	9	3 996	494	8	3 455	546	6	3 395	486	7
		Mil	Mi-17	20	3 790	358	11	2 324	416	6	1 470	311	5	1 545	317	5
	UNSOA	Com	Mi-8MTV	22	949	618	2	1 561	707	2	1 855	721	3	1 467	481	3
	MINUSMA	Com	Mi-8MTV	22	2 177	311	7	1 639	246	7	1 768	259	7	2 108	229	9
		Mil	Mi-17	20	–	–	–	–	–	–	–	–	–	11	25	–
			AH-64	–	–	62	–	–	50	–	–	39	–	–	68	–
			CH 47	36	526	59	9	316	50	6	290	42	7	596	59	10
			MD-500	5	11	57	–	–	43	–	–	50	–	–	94	–
	MINUSCA	Com	Mi-8MTV	22	678	107	6	580	66	9	629	87	7	164	20	8
		Mil	Mi-17	20	660	139	5	734	118	6	628	119	5	776	155	5
			Mi-35	8	–	–	–	–	–	–	–	–	–	–	–	–
	UNSOS	Com	Mi-8MTV	22	–	–	–	–	–	–	–	–	–	–	–	–

November 2015			December 2015			Total, July-December			
Number of passengers	*Number of flights*	*Average number of passengers per flight*	*Number of passengers*	*Number of flights*	*Average number of passengers per flight*	*Passengers*	*Flights*	*Passengers per flight*	*Average capacity utilization per flight (percentage)*
137	51	3	19	14	1	622	293	2	15.2
109	78	1	106	75	1	469	404	1	38.7
418	55	8	572	64	9	2 951	400	7	33.5
270	80	3	340	105	3	1 913	559	3	17.1
440	87	5	346	74	5	2 524	625	4	18.4
364	130	3	182	94	2	1 534	634	2	11.0
2 643	277	10	3 295	437	8	16 055	2 080	8	35.1
–	–	–	240	42	6	1 059	157	7	22.5
945	153	6	2 353	371	6	7 927	1 335	6	27.0
1 563	281	6	964	248	4	9 223	1 642	6	25.5
1 077	213	5	1 129	221	5	7 917	1 472	5	33.6
988	230	4	862	262	3	4 902	1 197	4	20.5
123	132	1	375	194	2	1 119	861	1	9.3
6	58	–	–	81	–	94	476	–	0.2
–	23	–	–	25	–	–	144	–	–
1 066	110	10	1 841	188	10	7 046	826	9	38.8
661	84	8	1 032	115	9	4 892	657	7	37.2
–	17	–	–	21	–	4	416	–	–
3 275	511	6	2 922	481	6	21 437	2 990	7	32.6
2 574	403	6	2 108	338	6	13 811	2 143	6	32.2
–	–	–	–	–	–	5 832	2 527	2	10.5
1 065	120	9	1 579	199	8	10 336	1 364	8	34.4
10	16	1	104	68	2	125	109	1	5.7
–	48	–	–	52	–	–	319	–	–
464	43	11	590	56	11	2 782	309	9	25.0
–	68	–	–	92	–	11	404	–	0.5
643	117	5	592	99	6	3 286	496	7	30.1
1 060	189	6	897	169	5	4 755	889	5	26.7
–	7	–	–	14	–	–	21	–	–
3 986	763	5	2 181	614	4	6 167	1 377	4	20.4

* Information not provided or not available.

B. Cargo capacity utilization

Mission	Agreement	Aircraft	Cargo capacity (metric tons)	July 2015				August 2015				September 2015				October 2015			
				Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)	Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)	Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)	Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)
MINURSO	Commercial	An-26	6.5	42.18	95	0.44	6.8	35.01	82	0.43	6.6	33.92	78	0.43	6.7	34.66	84	0.41	6.3
MONUSCO	Commercial	An-26	6.5	140.69	59	2.38	36.7	139.28	58	2.40	36.9	72.07	36	2.00	30.8	31.33	12	2.61	40.2
		L-100	22.9	645.22	127	5.08	22.2	727.94	120	6.07	26.5	358.30	59	6.07	26.5	314.46	59	5.33	23.3
	Military	C-130 Hercules	20.4	69.01	61	1.13	5.5	59.89	38	1.58	7.7	82.41	46	1.79	8.8	104.23	33	3.16	15.5
UNMISS	Commercial	An-26	6.5	–	–	–	–	–	–	–	–	–	–	–	–	11.52	6	1.92	29.5
		L-382	22	427.72	51	8.39	38.1	515.07	58	8.88	40.4	449.13	69	6.51	29.6	402.60	57	7.06	32.1
		Mi-26	20	602.57	104	5.79	29.0	682.50	120	5.69	28.4	398.62	69	5.78	28.9	441.09	85	5.19	25.9
UNSOS	Commercial	L-382	22	602.81	81	7.44	33.8	401.66	63	6.38	29.0	232.43	34	6.84	31.1	89.26	14	6.38	29.0
MINUSMA	Commercial	AN-74	6.5	62.03	136	0.46	7.0	45.67	107	0.43	6.6	9.50	77	0.12	1.9	5.22	108	0.05	0.7
MINUSCA	Commercial	AN-74	6.5	61.02	50	1.22	18.8	82.93	58	1.43	22.0	90.34	87	1.04	16.0	60.10	91	0.66	10.2

November 2015				December 2015				Total			
Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)	Cargo (metric tons)	Flights	Cargo per flight	Utilization per flight (percentage)	Total cargo (metric tons)	Total flights	Total cargo per flight	Total utilization per flight (percentage)
38.02	74	0.51	7.9	42.46	95	0.45	6.9	226.25	508	0.45	6.9
181.89	69	2.64	40.6	167.62	71	2.36	36.3	732.88	305	2.40	37.0
118.23	11	10.75	46.9	107.38	14	7.67	33.5	2 271.54	390	5.82	25.4
124.45	56	2.22	10.9	179.19	63	2.84	13.9	619.19	297	2.08	10.2
150.89	72	2.10	32.2	201.00	87	2.31	35.5	363.42	165	2.20	33.9
286.70	37	7.75	35.2	336.17	48	7.00	31.8	2 417.39	320	7.55	34.3
91.30	17	5.37	26.9	104.13	21	4.96	24.8	2 320.21	416	5.58	27.9
278.18	52	5.35	24.3	361.03	59	6.12	27.8	1 965.38	303	6.49	29.5
4.18	110	0.04	0 6	4.68	65	0.07	1.1	131.27	603	0.22	3.3
79.98	99	0.81	12.4	99.03	102	0.97	14.9	473.40	487	0.97	15.0

Annex VI

Movement of passengers in peacekeeping missions using mission air assets, January-December 2015

Mission	*United Nations passengers*	*United Nations agencies passengers*	*Non-United Nations passengers*	*Total*
MINURSO	7 740	48	–	7 788
MINUSCA	20 379	2 684	3 847	26 910
MINUSMA	24 777	1 404	6 401	32 582
MINUSTAH	15 124	438	1 485	17 047
MONUSCO	95 712	6 342	11 365	113 419
UNAMID	127 365	1 006	15 451	143 822
UNFICYP	2 072	–	34	2 106
UNIFIL	8 184	12	883	9 079
UNISFA	21 924	483	3 901	26 308
UNMIL	11 659	511	2 262	14 432
UNMISS	99 398	2 416	3 596	105 410
UNOCI	5 868	172	508	6 548
UNSOA/UNSOS	10 414	4 004	28 770	43 188
Total	**450 616**	**19 520**	**78 503**	**548 639**

Annex VII

Unmanned aerial systems

Mission	*Type of arrangement*	*System*	*Capabilities*	*Deployment status*	*Budget 2016/17 (Annual) (US dollars)*	*Remarks*
MINUSCA	Commercial	To be determined	To be determined	Unmanned aerial system is currently in the planning and acquisition phase	15 million	The budget estimate of $3 million for 2015/16 was made based on the expectation that the system would be procured late in the year, for only two months, with a $20 million estimate for a full year. It is estimated that the funds of $15 million for 2016/17 would be sufficient for approximately 9 months of use of an unmanned aerial system
MINUSMA	Commercial	2 x Thales (Elbit) Hermes 900 medium altitude long endurance	Speed: 110 knots Range: 600 km plus Endurance: 22 hours Beyond line of sight (satellite communications) control Dual payload; can carry both electro-optical/ infrared and synthetic aperture radar simultaneously	To be deployed in June 2016	24.4 million	Contract just awarded; tentative deployment in June 2016
	Letter of assist	3 x Scaneagle	Maximum speed: 148 km/ hour Maximum range: 2,206 miles (3,550 km) Service ceiling: 19,521 ft (5,950 m)	Deployed	2.67 million	To be replaced with letter of assist with Germany
		6 x Raven	Weight (maximum take-off weight): 2 lb (1 kg) Maximum speed: 56 km/ hour Maximum range: 6 miles (10 km) Service ceiling: 500 ft	Deployed		

Mission	*Type of arrangement*	*System*	*Capabilities*	*Deployment status*	*Budget 2016/17 (Annual) (US dollars)*	*Remarks*
	Letter of assist	4 x Shadow-200	Weight (empty): 165 lb (75 kg) Weight (maximum take-off weight): 328 lb (149 kg) Maximum speed: 207 km/hour Maximum range: 48 miles (78 km) Service ceiling: 15,000 ft	Deployed	3.45 million	
		4 x Wasp	Weight (empty): 430 grams Speed: 40 km/hour Operating altitude: 1,000 ft	Deployed		
		4 x Puma	Weight (empty): 13 lb (6 kg) Weight (maximum take-off weight): 13 lb (6 kg) Maximum speed: 83 km/hour Maximum range: 9 miles (15 km) Service ceiling: 500 ft	Deployed		
	Letter of assist	Luna	Weight (maximum take-off weight): 30 kg Maximum speed: 70 km/hour Maximum range: 63 miles (100 km) Service ceiling: 3,500 ft	Letter of assist under discussion (to be decided later)	Within the same cost of letter of assist with the Netherlands	To be determined, to replace letter of assist with the Netherlands
		Mini	Similar to Puma	Letter of assist under discussion (to be decided later)		

Mission	*Type of arrangement*	*System*	*Capabilities*	*Deployment status*	*Budget 2016/17 (Annual) (US dollars)*	*Remarks*
MONUSCO	Commercial	5 x Selex Falco tactical unmanned aerial system	Speed: 75 knots Range: 180 km Endurance: 6 hours Line of sight control Single payload; can carry either electro-optical/ infrared capability or synthetic aperture radar, but not both simultaneously	Deployed	15.5 million	Current contract expiring in November 2016; to be replaced with a new contract through a request for proposals process
UNMISS	Commercial (to be determined)	To be determined	To be determined	Unmanned aerial system is in the very early stage of planning	10 million	Total proposed cost for a year is $20 million. It is estimated that the funds of $10 million for 2016/17 would be sufficient for approximately 6 months of use of an unmanned aerial system

Annex VIII

Summary of variances in fuel cost estimates for the period 2016/17 compared with the approved costs for the period 2015/16, by mission and category of fuel

Mission	*Volume*	*Price*	*Oil and lubricant*[a]	*Total*
MINURSO	105 944.08	(463 521.39)	23 793.43	(333 783.87)
MINUSCA	(19 916 587.24)	(3 139 291.49)	(1 023 380.87)	(24 079 259.60)
MINUSMA	5 156 114.49	(6 029 479.96)	(499 334.64)	(1 372 700.11)
MINUSTAH	(2 084 637.36)	3 205 425.53	35 947.75	1 156 735.92
MONUSCO	(1 410 537.28)	(12 947 395.71)	(763 927.86)	(15 121 860.84)
UNAMID	(1 784 476.62)	(6 839 682.64)	353 348.51	(8 270 810.76)
UNDOF	(495 603.48)	(366 471.05)	(38 248.66)	(900 323.18)
UNFICYP	(95 738.48)	(87 864.24)	–	(183 602.72)
UNIFIL	24 049.65	(2 715 569.19)	(50 693.70)	(2 742 213.24)
UNISFA	(843 630.70)	(1 961 219.66)	290 072.99	(2 514 777.37)
UNMIK	(9 176.20)	(11 303.75)	(11 634.64)	(32 114.58)
UNMIL	(4 118 518.30)	(2 105 029.44)	(299 781.68)	(6 523 329.42)
UNMISS	6 965 622.51	(11 052 949.27)	(139 423.51)	(4 226 750.26)
UNOCI	(1 633 725.11)	(1 491 157.08)	(204 856.46)	(3 329 738.65)
UNSOS	4 116 718.99	(938 586.29)	67 998.45	3 246 131.15
UNLB	(4 547.40)	14 220.49	(1 076.37)	8 596.71
Total	**(16 028 728.46)**	**(46 929 875.13)**	**(2 261 197.24)**	**(65 219 800.83)**

Category of fuel	*Volume*	*Price*	*Oil and lubricant*[a]	*Total*
Aviation fuel	8 329 345.24	(18 303 442.44)	–	(9 974 097.20)
Diesel fuel: naval transportation	(436 660.97)	(196 949.94)	–	(633 610.91)
Diesel fuel: facilities management	(5 908 026.37)	(1 112 374.73)	–	(7 020 401.09)
Diesel fuel: ground transportation	(5 848 619.75)	(8 782 597.91)	–	(14 631 217.66)
Generator fuel: facilities management	(11 218 451.56)	(17 601 798.11)	–	(28 820 249.66)
Kerosene: facilities management	(57 566.12)	(256 206.79)	–	(313 772.92)
Liquefied petroleum gas: facilities management	(384 653.35)	(125 340.15)	–	(509 993.50)
Oil and lubricants	4 186.99	17 991.35	(2 260 824.64)	(2 238 646.30)
Petrol: naval transportation	(7 839.04)	(635 863.87)	–	(643 702.91)
Petrol/benzene: ground transportation	(387 119.27)	78 593.39	–	(308 525.87)
Petrol: facilities management	(113 324.27)	(11 885.94)	–	(125 210.20)
Total	**(16 028 728.46)**	**(46 929 875.13)**	**(2 260 824.64)**	**(65 219 428.23)**

[a] Calculated based on percentage of total cost.

Annex IX

Approved major construction projects for the period 2015/16 and proposed projects valued at over $1 million for the period 2016/17

A. Approved major construction projects for the period 2015/16

(Millions of United States dollars)

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
MINUSCA	Opening deep and hand-dug water wells, and repair and maintenance, at various locations across the Central African Republic (Bangui, 3 sector headquarters, 8 subsector locations and 37 military and police unit camps)	Yes	Execution and monitoring	–	1.09	3 year project, with $1.71 million for the second year and $1.16 million for the third
	Provision of defence barriers at camp access control points (Bangui, 3 sector headquarters, 8 subsector locations and 37 military and police unit camps)	Yes	Execution and monitoring	–	1.97	3 year project, with $1.97 million each year
	Construction of block and brick walls in Bangui, sector west and sub-office locations	Yes	Execution and monitoring	–	1.78	3 year project, with $2.46 million for the second year and $1.51 million for the third
	Construction of multi-purpose concrete platforms (Bangui, 3 sector headquarters, 8 subsector locations and 37 military and police unit camps)	Yes	Execution and monitoring	–	2.50	3 year project, with $3.34 million for the second year and $1.84 million for the third
	Construction of hard-wall ablution blocks, including sewage systems and water supply works, for military and police camps (37 camps)	Yes	Execution and monitoring	–	6.65	3 year project, with $1.87 million for the second year and $1.37 million for the third
	Construction of hard-wall barracks, kitchen and dining buildings for military and police camps (37 camps)	Yes	Execution and monitoring	–	13.42	3 year project, with $28.88 million for the second year and $28.88 million for the third
	Supply of equipment (shredders, incinerators, compactor) and construction of waste management yards, including operation and maintenance, and transportation of waste	Yes	Execution and monitoring	–	4.50	3 year project, with $7.75 million for the second year and $7.75 million for the third

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
	Design and construction of permanent mission headquarters, in phases, Bangui	Yes	Execution and monitoring	–	3.95	3 year project, with $4.02 million each year
Subtotal					**35.86**	
MINUSMA	Construction of mission headquarters, Bamako	Yes	Execution and monitoring	–	4.30	–
	Maintenance of Gao airfield	No	Execution and monitoring	–	2.70	–
	Maintenance of Kidal and Tessalit airfields	No	Execution and monitoring	–	2.00	–
	Erection of maintenance hangars in Kidal, Tessalit, Menaka and Timbuktu	No	Execution and monitoring	–	1.25	–
	Construction of Kidla helicopter platform (phase 2)	No	Execution and monitoring	–	4.00	–
	Construction of Kidal helicopter platform (phase 3)	No	Execution and monitoring	–	6.00	–
	Construction of Gao helicopter platform (phase 1)	No	Execution and monitoring	–	6.00	–
	Construction of Gao helicopter platform (phase 2)	No	Execution and monitoring	–	6.00	–
	Construction of Timbuktu helicopter platform (phase 2)	No	Execution and monitoring	–	4.00	–
	Construction of Tessalit helicopter platform (phase 1)	No	Execution and monitoring	–	4.00	–
	Construction of Tessalit helicopter platform (phase 2)	No	Execution and monitoring	–	4.00	–
	Construction of welfare centres in each camp and at mission headquarters and logistics base, throughout mission	No	Execution and monitoring	–	1.50	–
	Construction of 5 camps, and build-up and maintenance of 13 camps for increased staff, throughout mission	No	Execution and monitoring	–	30.00	–
	Construction of road from airport to town of Timbuktu	No	Execution and monitoring	–	5.40	–
Subtotal					**81.15**	

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
MONUSCO/ Regional Service Centre at Entebbe	Internal road and storm drainage channels	No	Execution and monitoring	–	1.02	–
	Regional training and conference centre	Yes	Execution and monitoring	Project ongoing	3.71	–
	Regional Service Centre, office buildings 3 and 4	Yes	Close out	Project completed	3.76	–
	Base-wide improvements	Yes	Execution and monitoring	–	5.41	–
	Construction of regional ICT data centre	Yes	Close out	Project completed	3.50	–
	Construction of office buildings 1 and 2 at the Regional Service Centre	Yes	Close out	Project completed	3.86	–
	Supply, installation and commissioning of centralized cooling system at the Regional Service Centre	Yes	Close out	Project completed	1.70	–
	Construction of 7.2 km of Goma road	No	Execution and monitoring	Project delayed because of shift in priority to Goma runway asphalt works	4.03	–
	Land development project for relocation of Goma logistics base	Yes	Execution and monitoring	Project is ongoing, although it is delayed because of lack of funding and difficulties in vacating the building	14.24	–
Subtotal					**41.23**	

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
UNAMID	Construction of 8 helicopter pads at 8 team sites	Yes	Initiation	–	1.75	–
	Construction of 2 hard-wall warehouses	Yes	Initiation	–	1.70	–
	Construction of 2 solar power plants	Yes	Initiation	–	2.00	–
	Construction of 1 sanitary landfill in El Geneina and 10 controlled tipping sites in 10 team sites for the safe disposal of solid waste	Yes	Initiation	–	1.50	–
Subtotal					**6.95**	
UNISFA	Flexible pavement for airstrip and apron	No	Initiation	Project has not yet started	4.57	–
	Expansion of Abyei camp, relocation of the helipad/apron outside the main headquarters camp	No	Initiation	Project has not yet started. Procurement process has started to acquire construction material and prefabs have been ordered through the systems contract	3.20	–
	Construction of perimeter wall for Abyei camp	Yes	Initiation	Contractor's mobilization completed and excavation started in November 2015	3.00	–
	Maintenance of road in and around 7 camps, including seal-coat	No	Initiation	Project has not yet commenced	10.90	–
	Abyei headquarters camp development, including additional accommodation units and expansion and relocation of helipads/ apron	Yes	Initiation	Project has not yet commenced	4.50	–
	Improvement of camps and 120 km supply road	Yes	Initiation	Project has not yet commenced	4.20	–
	Flexible pavement for Anthony airfield	Yes	Initiation	Project cancelled	7.50	–

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
	Wastewater and environmental project	Yes	Initiation	Project has not yet commenced	6.00	–
	Construction of airstrip, taxiway and apron at Anthony airfield	No	Close out	Project completed	5.60	–
Subtotal					**49.47**	
UNMISS	Rehabilitation and expansion of Rubkona airstrip	Yes	Initiation	UNOPS will implement the project; UNMISS is in the process of establishing a financial agreement with UNOPS	18.56	–
Subtotal					**18.56**	
UNSOA/UNSOS	Replacement of substandard prefabricated accommodations	Yes	Initiation	Project cancelled	1.65	–
	Construction of two new 200-man camps in sector 2	Yes	Initiation	Project cancelled	4.00	–
	Construction of two new 200-man camps in sector 3	No	Initiation	Project cancelled	4.80	–
	Construction of one new 200-man camp in sector 4	No	Initiation	Project cancelled	3.00	–
	Overhead protection for civilian accommodation in Mogadishu	No	Planning	Design review and preparation of shop drawings completed in Nov. 2015	4.60	–
	Construction of 60-person integrated camp in Kismaayo	No	Initiation	Project cancelled	12.00	–
	Construction of AMISOM, UNSOS and UNSOM multi-purpose facilities in Mogadishu (phase 7)	No	Execution and monitoring	Work in progress	3.30	–
	Construction of waste management facilities in sector hubs in Somalia	No	Execution and monitoring	Work in progress	4.20	–
	Establishment of United Nations Guard Unit camp in Mogadishu	Yes	Execution and monitoring	Work in progress	3.80	–

Mission	*Statement of scope*	*Multi-year project*	*Project phase*	*Current project activity*	*2015/16*	*Project cost*
	Establishment of sector hub, Dhobley	Yes	Execution and monitoring	Work in progress	5.20	–
	Establishment of sector hub, Baidoa	Yes	Execution and monitoring	Work in progress	2.20	–
	Establishment of sector hub, Belet Weyne	Yes	Execution and monitoring	Work in progress	2.50	–
	Completion of aviation hub, Baledogle	No	Execution and monitoring	Work in progress	2.30	–
	Construction of new Mombasa support base (phase 1)	Yes	Execution and monitoring	Work in progress	2.30	–
	Mogadishu master plan (prefab replacement programme) (phase 1)	Yes	Execution and monitoring	Work in progress	4.00	–
	Internal roadworks (phase 1), Mogadishu	Yes	Planning	Mobilization and design are ongoing	1.40	–
Subtotal					**61.25**	
Total					**294.47**	

B. Proposed construction projects valued at over $1 million for the period 2016/17

(Millions of United States dollars)

Mission	*Project description*	*Estimated cost*	*Remarks*
MINUSCA		**34.7**	
	Supply of material and construction of multipurpose concrete and reinforced concrete platforms in MINUSCA compounds	2.5	3 year project, with $2.5 million each year
	Locally constructed ablution blocks with associated sewerage and water supply systems for military and police unit camps at about 45 locations in sectors west, central and east	6.6	3 year project, with $6.65 million each year
	Locally constructed barracks, kitchen and dining buildings for military and police unit camps at 45 locations in sectors west, central and east	14.2	3 year project, with $14.24 million each year
	Supply and maintenance of equipment and construction of four solid and liquid waste management yards, and transportation	2.7	3 year project, with $2.75 million each year
	Construction of block and brick perimeter walls in Bangui and sectors west, central and east	1.8	3 year project, with $2.7 million for the second year and $3.6 million for the third
	Supply and installation of jersey barriers, T-walls, heavy duty boom gates, sliding gates, swing gates and light duty barriers	1.9	3 year project, with $1.97 million each year
	Construction of permanent mission headquarters in Bangui	3.9	3 year project, with $3.95 million each year
	Hydrogeological survey, drilling deep boreholes, opening hand-dug wells, and repair and maintenance	1.1	3 year project, with $1.1 million each year
MINUSMA		**8.4**	
	Construction project for all Mission Support Division areas at the integrated locations, workshops, storage areas and maintenance pits, as well as upgrades	3.2	–
	Vertical construction and ancillary works for minor camp in Aguelhok: 250-man camp (remaining vertical construction, walkways, landscaping, etc.) (to be outsourced)	1	–
	Construction of Diabaly 150-man minor camp: horizontal engineering and field defence and ancillary works (remaining vertical construction, walkways, landscaping)	4.2	–
Regional Service Centre at Entebbe		**3.5**	
	Horizontal infrastructure project, which is mainly base-wide improvement of the electrical distribution system (power production and power distribution); water distribution system; sewage system; and walkways	3.5	–

Mission	*Project description*	*Estimated cost*	*Remarks*
UNISFA		**5.4**	
	Construction of a 32.5 km road	1.3	–
	Upgrade of Tajalei, Marial Achak, Dongup and Goli locations, including one helipad with access road at Marial Achak	1.2	–
	Abyei headquarters upgrading works	2.9	Multi-year project; $1.5 million budgeted in 2016/17
UNMISS		**15.9**	
	Rehabilitation of runways, aprons and taxiways at Bentiu	1.8	–
	Stabilization of roads in camps, Malakal	1.9	–
	Improvement of roads at the United Nations House compound	1.1	–
	Environmental impact programme, United Nations House, Juba	2.9	–
	Level III hospital at United Nations House	3.9	–
	Level II hospital	3.2	–
	Construction of warehouses in 4 locations (Juba, Kwajok, Aweil and Rumbek)	1.1	–
UNSOS		**12.1**	
	Mogadishu camp master plan (phase 2 of 6)	7.4	–
	Project management service	2.8	–
	Mombasa support base (phase 2)	1.9	–
Total		**80**	

Annex X

Overview of planned acquisition of light passenger vehicles in the period 2016/17

Category/item	*MINURSO*	*MONUSCO*	*UNDOF*	*UNFICYP*	*UNLB*	*UNISFA*	*UNMISS*	*UNSOS*	*Total*
Light passenger vehicles									
Total planned acquisitions	**12**	**93**	**3**	**9**	**9**	**9**	**232**	**31**	**398**
Mission percentage of total planned acquisitions	3	23	1	2	2	2	58	8	100
4x2 General purpose	–	–	3	–	–	–	–	–	3
4x2 Utility medium	–	–	–	–	–	–	–	–	–
4x4 General purpose, heavy	12	53	–	–	–	9	207	10	291
Station wagon, heavy	10	53	–	–	–	9	207	10	289
Police, station wagon, heavy	–	–	–	–	–	–	–	–	–
VIP station wagon, heavy	2	–	–	–	–	–	–	–	2
4x4 General purpose, medium	–	40	–	–	–	–	–	2	42
Station wagon, medium	–	40	–	–	–	–	–	–	40
Police, medium	–	–	–	–	–	–	–	–	–
VIP station wagon, medium	–	–	–	–	–	–	–	2	2
4x4 Troop carrying vehicle	–	–	–	–	–	–	–	–	–
4x4 Utility medium	–	–	–	9	5	–	25	15	54
Double cab, Pick-up, medium	–	–	–	9	4	–	25	15	53
Single cab, Pick-up, medium	–	–	–	–	1	–	–	–	1
Bus, minibuses up to 15 passengers	–	–	–	–	4	–	–	4	8
4x2 Minibus, 8 seater	–	–	–	–	4	–	–	4	8
4x4 Minibus, 8 seater	–	–	–	–	–	–	–	–	–
Neighbourhood electric vehicle	–	–	–	–	–	–	–	–	–
Sedan, light	–	–	–	–	–	–	–	–	–
Sedan, medium	–	–	–	–	–	–	–	–	–
Sedan, heavy	–	–	–	–	–	–	–	–	–

Annex XI

Private security guards in peacekeeping missions, as at March 2016

(United States dollars)

Mission	*Currently in use (Yes/No)*	*Number of personnel employed*	*Annual cost*
MINURSO	Yes	8	60 000
MINUSCA	Yes	300	480 840
MINUSMA	Yes	581	2 327 688
MINUSTAH	Yes	453	2 928 300
MONUSCO	Yes	1 427	5 728 305
UNAMID	No	–	–
UNDOF	Yes	6	117 184
UNFICYP	No	–	–
UNIFIL	Yes	19	200 892
UNISFA	Yes	6	45 000
UNLB/Valencia	Yes	13	420 000
UNMIK	Yes	12	152 041
UNMIL	Yes	620	2 266 495
UNMISS	Yes	1 285	11 234 678
UNMOGIP	Yes	50	330 120
UNOCI	Yes	841	4 000 000
UNSOS	Yes	303	5 035 009
UNTSO	Yes	4	10 967
Total		**5 928**	**35 337 510**